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THE UNIVERSITY OF ALBERTA

NEW DIMENSIONS IN MARKETING: A CONTEMPORARY AND POST-SECONDARY EDUCATION PERSPECTIVE

(C)

by

Arthur E. Carlzon

A THESIS

SUBMITTED TO THE FACULTY OF GRADUATE STUDIES AND RESEARCH

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submitted by ARTHUR E. CARLZON

in partial fulfilment of the requirements for the degree of MASTER OF EDUCATION

Darius R. Young
(Supervisor)

Date: October 7, 1988

ABSTRACT

This study identifies and examines the major trends, issues and transitions modern society is going through and the new social enlightenment and awareness that marks the arrival of the new post-industrial society, from a marketing point of view. This has been done specifically with the view to determine how these changes are likely to influence and affect the study of marketing at the post-secondary level, as it relates to the situation at the Northern Alberta Institute of Technology (NAIT), Edmonton, Alberta, and whether a review or revision to the NAIT marketing curriculum is something to actively consider given the findings of this study. The likely changes in the practice and teaching of marketing, according to this study, have been brought about by many societal and environmental factors, and are reflections of an increasingly informed, well-educated and concerned society.

Modern society, having attained its lower-level physical and material needs, is now evidencing a shift in social and cultural indicators and values to one which is less concerned with materialism and escalating standards of living. This is being replaced by a more humane global symbiosis or consciousness where quality of life, meta-

ethical values, and higher-level needs will prevail. These trends, issues and transitions are also presented in tabular form in this study.

The main question this study addresses is how these developments will affect post-secondary education and teaching -- especially at NAIT. Several authors identified in this study do not feel that the new trends are reflected in current marketing practices, education and texts, including the changes to the marketing mix and marketing concept also alluded to in this study, and which some even suggest have become somewhat redundant and yet are often tenaciously adhered to. In addition to identifying and examining some of the changes likely to happen in the field of marketing, and which should be reflected in the marketing curriculum, this study comes to the conclusion that there is a need for review and revision of the NAIT marketing curriculum -- depending on the mission and mandate of the NAIT marketing management program. Suggestions are also made for possible initiation, follow-up and further study.

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Chapter 1

Introduction to the problem

The world is undergoing and experiencing a transition from being an industrial-based consumer-oriented society to that which points to a post-industrial, trans-industrial or information society. This transition is described by several authors, among them Toffler (1970 and 1981), Masuda (1981), Bell (1976), and Faunce (1981). The change is affecting the perceptions of society, and is influencing actions of society, the general public, community groups, consumers, business, industry, government, as well as economics, marketing and post-secondary marketing education.

Triggered perhaps by the social turmoil and the consumer movement of the 1960's (Ralph Nader and Rachel Carson), and the economic turbulent times of the 1970's, marketing has also seen a dramatic transition from the traditional marketing concept of the 1950's (Little, Kennedy, Thain and Nourse, 1978, pp. 1-4). Philip Kotler (1985), a well-known marketing educator, lecturer and writer, says that the new trends and shifts in society have been mirrored by equally sudden changes and new directions within the field of marketing (p. 77). The shift away from a focus on the consumer and concepts such as "standard of

living," to more of a holistic view of the world and on societal "quality of life," is likely to be radical, epitomized by Nickel's (1978) prophecy about the future of marketing being "revolutionary," "exciting," and a period of immense challenge, even to the most progressive marketing organization (p. 519). Borts (1975) suggests that current marketing practices may be dying (p. 23), and other authors, Dawson (1980), Kotler et al (1986) suggest that the reason why the traditional concept may be outmoded, including some aspects of the marketing mix, is that they do not always reflect and respond to the realities of everyday life. Other than the needs of target consumers and intermediaries such as agents, distributors, and dealers, the focus of the marketing concept, according to Dawson (1980) may be an incorrect focus. Certainly, it would be severely limited in scope and one-dimensional in nature if it only regarded people as consumers or buyers (pp. 75-76). Changes need to be made to reflect the needs of an educated, informed and socially awakened society. The scope and practice of marketing should adapt to the changes taking place in society, and future trends point to a broadening of the marketing concept to adapt to the environmental forces shaping these trends. Rapid social change, together with advancing technology, resource shortages, environmental concerns, public and societal needs will reshape the practice of marketing (Udell and Laczniak, 1981, pp.

553-568). To ignore these changes, increasingly affected and influenced by consumer organizations, environmental groups, minority organizations, neighborhood associations and other public interest groups, to name a few, would be "foolish" says Kotler (1981, p. 53). Yet these changes are not always reflected in post-secondary text books, at universities, or in business practices, according to Leslie Dawson (1980), a marketing professor at Lowell University, Massachusetts. In view of this, it is perhaps reasonable to expect that this will have implications for tomorrow's post-secondary marketing curriculum -- in this case at the Northern Alberta Institute of Technology (NAIT), Edmonton, Alberta.

Problem statement

Evidence points to fairly major changes taking place in society. Marketing as a field invariably reflects the society within which it operates, and it is important that such changes are found in the marketing curriculum. From the NAIT marketing management program perspective it would, therefore, be very useful to know what the nature of these changes, trends and issues are that may directly affect the practice and study of marketing. To this researcher's knowledge, no comprehensive research study of this nature is available or has been undertaken, and no evaluation of the

marketing curriculum or course offerings at NAIT have been undertaken from this perspective. The marketing curriculum at NAIT has tended to follow a traditional format, and there is little evidence of any revisions to this format in recent years. It is, therefore, not only unclear what these changes, trends and issues are, but equally unclear what revisions or changes, if any, should take place to the marketing curriculum. If NAIT wishes its curriculum to be current and up-to-date, this is a problem that should be addressed.

Objectives of the study and questions answered

The major objective of this study is to identify, and to examine the trends, transitions, issues and changes taking place in society, especially in terms of how they may be expected to affect and to change the practice and study of marketing, and as seen from the post-secondary NAIT marketing program point of view;

The sub-objectives of this study are:

1. to locate, identify and analyze primary sources of information or relevance, pertaining to the major objective of this study;

2. to conduct a descriptive study on the more

pertinent macro transitions, trends and issues that possibly may affect the role, practice and teaching of marketing at the post-secondary level;

3. to bring to light issues, trends, marketing concepts and orientations that will have an impact on this area, with a view to possible future curriculum review and/or revisions.

4. to determine, in light of this study and the specific NAIT situation, whether a review or revision of the marketing curriculum may be necessary and also to draw conclusions for future curriculum planning.

Typical questions to be answered and that may arise from the research study are as follows:

1. What are the current and future trends, transitions, issues, factors or perceptions that will affect the field of marketing, especially at the macro level?

2. What factors, reasons or special circumstances have brought about this heightened interest and awareness in society?

3. If marketing, as a field of practice and study is having to change and adapt, what will these changes mean?

4. If it can be determined that marketing is indeed changing or is in need of change to reflect the social awareness and expectations of society, what implications could this possibly have on the NAIT marketing curriculum?

5. If NAIT is preparing students for careers in marketing management what type of knowledge, awareness or skills should be reflected in the marketing curriculum?

Significance of study

Society is undergoing a rapid transition from an industrial to what some sources refer to as a post-industrial or information society. The Coming of Post-Industrial Society" is even the title of one such book on the subject (Bell, 1976). These changes will be reflected in a number of areas, such as the cultural, economic, political, technological, social and environmental. Not only will it change consumer and societal perceptions and expectations but it will also result in considerable changes in the marketing environment and the way marketing is practised and taught at post-secondary institutions -- described by Drucker (1969) in The Age of Discontinuity and in Future Shock by Alvin Toffler (1970, pp. 28-30).

Although considerable importance is attached to these changes in the research literature, relatively little has been found by the researcher which indicates the existence of a systematic and organized curriculum reflecting what Nickels (1978) refers to as the "revolutionary changes" in the future that students should be made aware of (p. 518). If Dawson (1980) is correct, many texts may acknowledge these changes yet tend mainly to present the traditional view. Tentative examination of marketing curricula and course outlines tends to reflect this lack of emphasis and it seems equally clear that little time is spent in class discussion in this area. If such emphasis is lacking, it would appear that much more needs to be done in terms of explaining and analyzing these transitions, and showing why it is an area of growing importance, and what the wider implications are for the study and practice of marketing. This becomes especially crucial if, as is the case, NAIT is preparing students for active roles in marketing and business. It is reasonable to expect that such a marketing curriculum should be sufficiently futures-oriented and abreast in adapting to the evident and anticipated changes in its field, thus meeting the objectives of the program and bringing maximum benefit to its students. The significance of this study would be, in addition to identifying and analyzing the forthcoming trends, transitions and issues, to indicate what type of curriculum review or revision of the NAIT marketing courses may or may not be necessary. A

systematic and descriptive study of this kind will, therefore, be of considerable value especially as an aid to the possible future review/revision process, if it were deemed necessary. In addition to future curriculum considerations, it will be of direct and immediate benefit to marketing courses presently being taught at NAIT.

Definition of Terms

Marketing: business activities that direct the flow of goods and services from the producer to the consumer, involving both product, price, distribution/place, and promotion considerations (advertising, personal selling, sales promotion and public relations).

Consumer versus Societal Orientation: marketing activity that directs the attention of an organization to its customers as opposed to such activity that also takes into account other "publics" of an organization, such as government, community, and special interest groups.

Traditional marketing concept: the view that expresses the belief that the consumer is "king" in the market place, and that effective marketing starts and ends with meeting the needs of the consumer or buyer.

Marketing Mix: Kotler (1981) defines the marketing mix as one of the key concepts in modern marketing theory. Traditionally, the mix is composed of the four P's of marketing -- product, price, place or distribution, and promotion. Promotion, furthermore, is usually composed of advertising, personal selling, sales promotion, and public relations. The marketing mix is also often referred to as the "controllable variables" of marketing, as they can and are often altered to suit the objectives and purposes of the company's marketing strategies, depending on what it perceives to be the opportunities or threats in the market place.

Non-controllable variables: In marketing, the term refers to the external to the company environmental trends and forces that cannot readily be manipulated or changed at will, such as the economy, technology, and politics, but also societal views, consumer and social issues.

Macro-marketing: Marketing's relationship to its external environment and the various types of decisions a company or corporation has to make in order to carry out its marketing operations on a day-to-day basis, bearing in mind the limitations that the external environment can have on such decision making. It is directly related to the term "non-controllable variables" which may also be used inter-changeably in this study.

Micro-marketing: Essentially the same as the term "controllable variables," listed above, micro-marketing pertains to the operational and implementational environment of the organization in terms of carrying out its marketing activities, using the "marketing mix" or the "four P's" of marketing.

Social marketing: The efforts by organized groups, such as consumers or special interest groups to countermarket what they may perceive as undesirable social ideas or practices, or to promote what they would consider more acceptable or desirable social ideas or practices (Kotler, 1981, p. 26).

Societal marketing concept: The concept that suggests a broadening of the traditional marketing approach and suggests that a company should also include in their considerations the social implications of the decision making and their management control procedures (Cravens, Hills, Woodruff, 1987, p. 10).

Issues management: The method by which a corporation or company monitors, identifies, evaluates and responds to social and political issues which could affect the company and its operations.

Megamarketing: the application of economic, psychological, political, and public relations skills to gain the cooperation of a number of parties in order to enter and/or operate successfully in a given market (Kotler, 1986).

Scope of study

This study will identify and examine a wide range of sources, both marketing and non-marketing books, newspapers and journal articles, as well as excerpts from seminars and other primary sources. This study will help to identify curriculum changes that may be necessary to existing marketing courses at NAIT, in the two-year Marketing Management program, in which program the researcher has been actively been teaching for the past ten years. This study and findings will be of specific interest to the NAIT situation, it is hoped, and should not be viewed outside of this context.

Delimitations

Both society and marketing is changing on a continuous basis. It may prove impossible to cover all aspects pertaining to the emerging transitions, issues and trends.

Although the micro aspects of marketing are clearly critical to the marketing process, and most courses in marketing and texts cover this rather extensively, this study will mainly concern itself with macro marketing considerations emerging, or seen to be emerging from the external environment of a company, which may not be covered in the NAIT marketing curriculum.

This study does not propose to enter the social issues or social responsibility debate -- undoubtedly there are conflicting views on the subject. This study does not propose to take a stand on either side, or enter into any debate on these issues; neither does the study propose to identify and examine methods or means of management responses to social issues, as this is outside the intent and purpose of this study. This study does not intend to get into the whole ethics debate, even though it may overlap with that of social responsibility issues of interest to marketing. The trends, transitions, and issues identified and examined will be done so from the perspective of marketing as a field of practice and study as practiced in the North American economy and market place. This study will primarily concern itself with introductory and second-year marketing courses at NAIT, and will not go into great detail with respect to other related courses in the subject areas such as advertising, personal selling and public relations. It is readily conceded that further

research may be necessary in this area, in part because of the rapid changes taking place in this field and also the changing dynamics of both society and the market place. In summary, this study will provide a means to assess the need and extent to which tomorrow's marketing curriculum at NAIT should perhaps be revised, and also provide a means for such future curriculum revision and development. It will not, however, attempt to embark on or undertake such development or revision, per se, as this is something that could be done as a follow-up to this study, if deemed necessary.

Assumptions

The following assumptions apply to this study:

1. That the information needed to adequately accomplish the purposes of this descriptive study is available;

2. That the trends, transitions, and major issues referred to have been sufficiently examined and discussed in the related literature and other sources in sufficient depth to make the study both worthwhile and meaningful;

3. That the information identified and researched is factual and reliable, and relevant to the subject area being

studied, including the course outlines obtained from the University of Alberta, Grant MacEwan Community College and NAIT, all in Edmonton, Alberta.

4. That the researcher has the ability, knowledge and skill required to identify, to analyze and to interpret the literature based on past teaching experience at NAIT in the subject area being examined, as well as the lengthy business and industry liaison experience possessed by the researcher in Canada and abroad;

5. That the study may form the basis for further or future curriculum revision considerations in the NAIT marketing program, and that it is with this in mind that the study is being undertaken.

Structure and sequence of study

The research, findings, and conclusions from this study have been presented in the following manner:

Chapter 2: This chapter provides a review of the major areas of literature that have been identified for this study, and includes non-marketing as well as marketing sources, as they relate to the trends, transitions, issues and changes taking place in society and that are reflected

in the changes taking place in the field of marketing. Various schools of thought are examined, as well as identifying and discussing the transitions that have and are likely to take place in the field of marketing. The chapter also looks at several models and concepts identified in the literature review and which also indicate both future trends as well as changes that may affect the non-controllable marketing variables (the macro marketing environment), as well as possible changes to the traditional marketing concept.

Chapter 3: This chapter examines the literature findings with respect to marketing as a field of study and from a futures-oriented marketing curriculum point of view. The chapter also provides a brief review of marketing course offerings from the University of Alberta, Grant MacEwan Community College, and NAIT, all in Edmonton, Alberta.

Chapter 4: Following the literature and curriculum review in the preceding chapters, this chapter provides an overview of the major trends and marketing philosophies identified earlier in the study, and clearly identifies, among other things, the main stages in the evolution or transition of marketing; a comparison of the role facets of marketing; the main trends and philosophies affecting marketing; and needs and action considerations for marketing education. This overview is also presented in summary form in Figures 4 - 7c.

Chapter 5: The conclusions, implications and recommendations of the study are dealt with in this chapter, as well as considerations pertaining to the NAIT marketing curriculum.

Appendix: Further to the curriculum review found in Chapter 3 of this study and the reference to the Old Strathcona Foundation, Edmonton, a recent NAIT student project has been included, fairly close to its original form, as a means of illustrating the applied approach used in the NAIT marketing curriculum. The main conclusions from this project can be found in Chapter 3 and elsewhere in this study.

Chapter 2

MAJOR AREAS OF LITERATURE REVIEWED

A changing society

According to research sources consulted for this study, Western society and the Western world, in particular, is going through a crisis of valuation in its transition from being an industrial and consumer-oriented society to what some call a post-industrial, knowledge-based or information society. Social forecasts of tomorrow's new world point to a "trans-industrial" society, or "information society" (Masuda, 1981), whose basic needs and infra-structure will be substantially different from today's. Bell (1976), Toffler (1970 and 1981), Naisbitt et al (1984) suggest that the transition into this information society is not without some considerable degree of trauma. Society appears disoriented; attitudes and values appear transient in nature; everything is in a state of flux. There are also the alarmists who paint a doomsday scenario, and point to a finite environment and finite resources, and who call for social change of such magnitude that it would decisively and completely alter our 20th century consumer, production and marketing-oriented society. Rational economic man and technology is not the answer for tomorrow, they say, and

point to many of the ill effects or our industrial era, not to mention resource depletion, imbalances in the ecology, pollution and the general danger to our general quality of life -- as distinct from the term "standard of living" more commonly used to describe the benefits of our industrialized world. Harman (1979) puts it this way:

> . . . Material progress, the central goal of industrial society, has been transmuted into pollution, energy shortage, and problems of uncontrolled growth. . . the rising standard of living somehow has turned into the spectacle of the well-fed and the starving many. . .(pp. 113-114).

Adding a Canadian perspective to this scenario, Hoffman (1981), in discussing what he terms "responsibilities to Canadian Society," says that:

> . . . now well into the age of "greater social enlightenment," it is perhaps difficult for us not to sympathize with the principles behind these attacks on the "excesses" of big business . . . and there is a growing consensus that sheer volume of production, or endless increases in . . . product, may not longer be congruent with improvement in the quality of life for Canadians or citizens of any other country . . . (pp. 81-83).

A new paradigm?

Other marketing and non-marketing writers express different schools of thought, particularly ecologists like Miller and Armstrong (1982), Willis Harman, Director for

Study of Social Policy as the Stanford Research Institute in his book An Incomplete Guide to the Future (1979), and Yoneji Masuda, President of the Information Society Institute, in his book The Information Society (1981). Masuda makes reference to a "Plan for an Information Society - a National Goal toward the year 2000" paper presented to the Japanese government. This plan outlines a new type of global society substantially different from the present one which, he says, is built on materialism. Masuda calls it the "realization of a society that brings about a general flourishing of human intellectual creativity, instead of affluent material consumption" (p.3). Masuda's information Society, as he describes it,

> . . . will be a new type of human society completely different from the present industrial society . . . the production of information values and not material values will be the driving force behind . . . society (p.29).

Harman (1979) discusses the industrial-era's technological problems as a "paradigm lost," and suggests the necessity and inevitability of a new emerging social paradigm where values will lead to a "New Naturalism" (pp. 24-37). "The whole system must change," he says, "and nothing else . . . will meet the challenge of our time" (p. 126). The "New Naturalism" he refers to is already evident and is supported by a wide range of cultural indicators which signal a shift in basic values, such as today's reading interests, group and self-

development activities, how leisure time is used, art and entertainment themes, a "New Age" subculture which emphasizes frugality and back-to-nature lifestyles, "esoteric knowledge," and attempts at building a more humanistic society (p. 29). Under the sub-title "Paradigm Regained," Harman (1979) suggests that the early 1970's saw the emergence of a "New Transcendentalism" which suggests that

> . . . man is more than the sum of his mundane experience, he is a spiritual entity, and that ultimate reality is to be found in the realm of the spiritual and mystical rather than the material and empirical (p. 29).

The characteristics that can be anticipated in this "transindustrial paradigm" will include, among other things, a spiritual order with high value placed on individual and social evolution; an ecological ethic of concern "for the whole;" and a teleological view of life involving a "fundamental transformation," as in religious conversion (p. 33). This, indeed, would herald a fundamental shift away from the "technological imperative" model of the free-market system.

Startling and radical as this view may be to some, environmentalists like Miller and Armstrong (1982) would naturally be quite supportive. They point to the need for what they call a "Sustainable Earth Society," as the only plausible alternative social paradigm to solve the

growing global crisis (p. 21). In such a society humans would enter a new cultural phase, based on global harmony with nature or what Masuda (1981) calls a "symbiosis of man and nature" (pp. 30-35).

An interesting Conserver Society paradigm of the 80's is put forward by Valaskakis (1981). The idea of conservation, according to this author, will become increasingly attractive because of geopolitics, energy issues and ecological and environmental deterioration. His Conserver Society will emphasize smaller fuel-efficient cars, insulation of homes for energy conservation, and careful consumption patterns. He charges that even though economists and politicians tend to explain away the crisis by using business cycle terminology, that there is a realization by the public that the impending shortages and changes are for real. The author offers three "holistic options" for the future, each suitable for different times and places:

1. the "have your cake and eat it" scenario;
2. a "high-level stable state," similar to an Athens without the slaves, and where there is a ceiling to desirable material plenty; and
3. "Schumacher's adequatio" view, where optimum happiness is not through material plenty.

The following statement by Valaskakis (1981) is virtually an echo of the views expressed by the earlier authors referred to:

> . . . if some mythical technological Prometheus is to come later to create a promised land . . . so much the better . . . but while we're waiting why not derive aesthetic pleasure from better stewardship of our natural endowment and live in increasing symbiosis with our environment . . . (pp. 10, 13).

E.F. Schumacher (1984) states, in Small is Beautiful, that "no system, or machinery, or economic doctrine, or theory stands on its own feet: it is invariably built on a metaphysical foundation, upon man's basic outlook on life, its meaning and its purpose -- and that today's technological era is no exception" (p. 219). Set against the current ecological realities of scarcity in a finite environment, the western market economy demands a virtually continuous and limitless growth of a material kind, without proper regard for major social, environmental, or conservation issues, and that this type of growth is inconsistent with an era of shortages (p. 220). It is thus, according to this view, a situation which could be described as a society governed mainly by technological and economic considerations, rather than the conceptual, philosophical or the religious. Dr. Barry Commoner (1968) in The Dual Crisis in Science and Society, states that "our present

achievements in science and technology appear to contrast vividly with our present lack of achievement in solving especially social problems," and that "solutions are not technical in nature . . . but conceptual, involving a look at the whole meta-ethical realm, a search for essences, meanings, rules, standards, value perceptions, thus building a framework for possible action" (pp. 57-58). Values held by Schumacher and others, in what has come to be called today's "counter-culture" could very well become the dominant values of our future society, if future generations were to change their thinking about the use of resources, about pollution and become less materialistic in terms of their value systems (Smith, p. 8).

Govoni (1986), citing various sources, suggests that increasingly sharp focus is being placed on the depletion of natural resources, and the disruption of the earth's natural ecological balances. This, in turn, may spell the destruction of non-renewable resources mankind needs for an enhanced quality of life, says marketing author Govoni, who adds that there does not appear to be a simple answer, (1986, p. 555).

What do these changes mean in marketing terms?

Although it is not entirely clear what the exact nature

of all these predicted societal changes will have on marketing, it is quite clear that change is in process. One author, Borts (1975), goes so far as to say, ". . . Marketing as we know it is dying. And as the marketing environment changes, so must the role of the marketing manager. . .," (p. 23). Nickels (1978), describes these anticipated changes from a marketing viewpoint, and uses the term "revolution" and "radical" (Nickels, 1978, p. 518-19).

Nickels (1978), whose book Marketing Principles presents a "broadened concept of marketing," suggests that the anticipated changes will not only be in the area of conservation, ecology, and environmental issues, but also reflect the past 40 years of "radical changes in people's attitudes toward religion, sex, family size, the role of men and women, and entertainment," and that future changes may be just as radical (p. 518). Marketers, in his opinion, are responsible for knowing what is happening in society and they can do this by careful monitoring of things such as the attitudes, values, and life-styles of society and, in doing so, ensuring that their organizations meet acceptable societal guidelines -- and that any change brought about must be done so at an acceptable rate as well as being properly managed:

> . . . social change must also be evaluated, and used as input for marketing planning . . . the future will be . . . exciting, challenging . . . tremendous change . . . as a social process . . . marketing may experience revolutionary changes . . . (pp. 518-519).

Once the basic levels of needs have been met in society, its higher needs will then have to be addressed, and business, government and private organizations will be hard pressed to meet the increased demands of society, says says Nickels. The concerns raised in this area and which seems likely to be reflected in future marketing practices, may have seen its start in the consumer movement of the 1960's although General Electric and Henry Ford are generally credited with initiating what is known as the consumer-oriented marketing concept (Nickels, pp. 51-52). Pressure on marketers came from various fields, such as ecologists, environmentalists, conservationists, and also the public. Today there is evidence of these changes by new recycling processes, installation of pollution-free devises in factories and even, according to Nickels, growing concern about the hazards of smoking in public places (p. 520).

Faith Popcorn, President of Brain Reserve Inc., a New York-based research consultancy used by many U.S. corporations, discussed some of the forthcoming trends at a recent Eighth Annual Symposium for Health Care Marketing, sponsored by the American Marketing Association's Academy for Health Services Marketing, in which she said:

> . . . "cocooning" . . . is a need to protect oneself from a harsh, unpredictable world. Society is being bombarded by corruption, disease, pollution, and other threats, and . . . consumers out there are scared and nervous, and their reaction is a real pullback . . . they run home and pull the covers over their heads. . . (Marketing News, 1988, p. 29).

Disillusionment about the world, Popcorn says, has led to a desire to exercise more control over the environment, over government, and over the way products are produced and sold. In Advertising Age, the consulting firm Yankelovich, as well Langer Associates, are in general agreement with Popcorn's Brain Reserve:

> . . . consumers are fed up with materialism. They are looking for more meaning. To find it people are turning to family, home and every type of religion - - "from crystals to Christianity" (Skenazy, 1988, p. 38).

"Neo-traditional," is how this trend is described. Kotler, a marketing educator and author, in an interview with Business Week (1975), outlines what he terms a "whole new marketing environment" that "confronts and confounds" business and which should stress demand management and management of growth, rather than the notion of marketing being simply the response to demand (p. 42). Since the 1960's and 1970's, when consumerism first burst on the scene, it is clear that a new "societal phase" is now emerging and one that also suggests that the marketing concept may not be fulfilling its job of creating satisfied customers (pp. 42-43).

From a marketing and marketing education point of view, the forthcoming changes raise some interesting questions, voiced perhaps best by Govoni, Eng and Galper (1986, p. 555):

> . . . the critical question for marketers has become abundantly clear: How can a discipline -- marketing and, particularly, promotion -- whose principal economic purpose is to expand the consumption of goods and services, reconcile that activity with the realities of shortages and the manifold threats to environmental integrity and the quality of life?

Indeed, Lacniak and Murphy (1985) suggest that because marketing is the function of business charged with communicating the aims and purposes of a business, social pressures and dictates of society demand that a company's overall operations, including marketing, perform in accordance with society's expectations of social responsibility (p. xiii). Marketing being the functional and communications area of business that it is, it is perhaps understandable that it is very often singled out for criticism. This could be because of its high visibility and that most people and society are exposed to marketing (through product advertising, corporate and public relations programs, for example). Zikmund and D'Amico (1984) contend that this is because

> . . . marketing is a social institution operating in a larger society, and that when issues of social responsibility arise failures by marketers to act responsibly can and will be corrected by a well-informed society. The heart of good business and marketing . . . is a policy that must be guided by respect for society and a willingness to follow its suggestions or pay the consequences" (p. 676).

Sources consulted suggest that the marketing environment is definitely changing, and that marketing must reflect these changes. There is a shift emerging in which it can no longer be considered an economy of abundance but one of developing shortages of finite resources and manufactured products, and a whole new set of trends and outlook in terms of societal concerns and values. The seeming over-abundance of all raw materials and products in Canada, a view held by some, is only temporary and widespread shortages may develop, according to several prominent economists (Borts, 1975). Borts adds that

> . . . a world population which continues to grow unchecked, our way of life which is increasingly materialistic and wasteful, are both leading to the day when the demands of our economy will chronically exceed available resources (p. 23).

Borts further suggests that this scenario will lead to a situation where the traditional marketing mechanisms will no longer work and, therefore, become by and large useless. Government agencies may, as a result, have to replace the traditional marketing mechanisms. This would be to maintain prices and to distribute resources in order for maximum benefit to society as a whole. Using agriculture as an analogy, where he asks if the farmer should be allowed to grow crops for maximum profit if there were impending hunger, Borts suggests the same could eventually happen to production processes based on raw materials in an age of scarcity. Some of Borts' predictions are, as follows:

> 1. Only material products will be affected; 2. As economic activity declines, availability of manual labor may lead to de-automation and the replacing of mechanical production processes; 3. labour saving devices may become socially undesirable and prohibited by law such as electric car windows, brooms, can openers, cube crushers and motorized golf carts; 4. Present-day marketing activities will no longer be applicable and the basic marketing mix . . . product, price, place and promotion . . . will have to change (p. 24).

Do media headlines reflect these changes and concerns?

Leslie M. Dawson (1980), talks about "marketing for human needs in a humane future," where a new marketing paradigm would stress quality rather than mostly quantity, and where marketing would go beyond the traditional marketing concept of purely and primarily creating and delivering a standard of living for society. Dawson goes so far as to say, under the sub-title "paradigms for the future," that a new "cluster of interacting limits" which he lists as resource, population, economic, environmental, social and political, is bringing the previous marketing paradigms and era to an end (pp. 73-77). He also points to massive non-material needs in society, such as cultural, artistic, and religious as being the new frontiers, as opposed to that of the present-day material kind, and that people are already being urged to drive less, walk more, smoke less, exercise more, lower thermostats, eat less, prevent forest fires, practice preservation and conservation (p. 80). An interesting Conserver Society Paradigm of the 80's and what a Conserver Society would entail was examined earlier on pp. 20-21 of this study (Valaskakis, 1981). The three options he proposed are essentially holistic in nature and are similar to Masuda (1981), Dawson (1980), and Miller and Armstrong et al (1982).

If, as Nickels (1978) says, concerning these trends, changes and concerns, that there is "evidence of these changes" (p. 520), and if Popcorn, Yankelovich and Langer (Skenazy, 1988, p. 38) are correct in their predictions, glancing at local newspaper headlines should reveal whether such interests and concerns exist and what prevalent issues and topics hold the attention of Edmonton residents. The Edmonton Journal could perhaps be considered a fair means of measurement, as only two newspapers are published in Edmonton, with the Edmonton Journal having a substantial circulation. This newspaper frequently runs from 30 to 40 pages or more, and carries sections of interest to its readers, such as "leisure," "travel," "arts and entertainment," "fashion," and "sports," to name a few. Accordingly, a casual scanning of the headlines in this newspaper (which is the main newspaper for the region pertinent to this study) was carried out over roughly a period of two weeks in June and July, 1988, and yielded the following sample headlines:

The first one that comes to mind, especially following the above comments by Dawson (1980), Valaskakis (1981), Borts (1975) and Nickels (1978), is the coverage about the United States Democratic party's presidential nominee, Massachusetts Governor Michael Dukakis, and his outlook on environmental issues, as well as his personal value system on some of these issues. Under the headline "Dukakis: a

friend of Canada?" in the July 17, 1988, edition of The Edmonton Journal (p. B6) it outlines his commitment, if elected President, to tackle the acid-rain problem in the Great Lakes area. John Lemco, an assistant professor of Canadian politics at John Hopkins University's School of Advanced International Studies in Washington, has said that Dukakis "has a real knowledge and understanding of the acid rain problem." In the same edition of the paper, although perhaps in an intentionally lighter vein, under the heading "Kitty's come a long way since 1960," Dukakis seems to epitomize the informed consumer: he insists on living in a "modest, well-worn duplex with mismatched furniture and lots of plants and books," and even though it is steamy inside, they only have one air conditioner, which he refuses to use. The same applies to the family's only fuel-efficient car, an Aries, and the house they live in is compact with one-and-a-half bathrooms. On the night before his announcement about his running mate, he allegedly even mowed his own lawn with a power mower, rather than a power mower (p. D6). Is Dukakis representative of a new generation of consumers, and will it be further high-lighted if he becomes the next U.S. president?

On the subject of environment and health, another article in the June 28, 1988, issue of the Edmonton Journal entitled "Fight to save atmosphere vital - PM"," it quotes Canada's Prime Minister as saying, ". . . environmental issues can no longer be considered separate from economic

concerns." The statement was made in an address to 350 international scientists in Toronto at a recent environment conference. ". . . There is growing awareness that the . . . environment . . . economy . . . and human health are inextricably linked . . . " he is further quoted as saying (p. A1). At the same conference, under the heading "Product labels to boost environment," the paper quotes the Prime Minister as saying that Canadians will soon see labels on products that have been approved as "environmentally friendly." The article refers to public opinion surveys that suggest that 94 percent of Canadians believe that personal responsibility is essential for planetary survival and that consumers must be informed in order to act in a knowledgeable fashion. Atlantic Packaging, it says, will soon be manufacturing biodegradable diapers, and the clothing-maker Roots is already testing biodegradable shopping bags (A1).

In the same issue and on the same page under the headline "Norwegian pleads for environment," the Norwegian Prime Minister, Gro Harlem Brundtland, who heads a United Nations Commission report called Our Common Future, suggests that "the global drive for economic improvement must not be at the expense of the environment" (p. A1). Separately, and on the ame page, Dow Chemical is quoted as saying that "chemical firms are to join the clean up," participating in an industry-wide program called "Responsible Care" to ensure safe environment for people and society (p. A1).

On page B2 of the same newspaper and the same edition, another environmental issue is high-lighted under the headline "Daishowa pulp mill approved after environmental clearance." The 500 million dollar pulp mill will be located near Peace River, Alberta, after receiving the green light from the Alberta Environment Department, following an environmental impact study. The environmental opposition group involved is the Toxics Watch group, who reportedly want to see that "no chlorine compounds are released to ensure no dioxins are produced into the atmosphere." Later, on July 2, 1988, of the Edmonton Journal, Daishowa is said to face little problems in tapping water from the Peace River, in spite of the objections of interest groups (p. A12). This is followed by a separate article, "Daishowa ready to clear site for Whitecourt newsprint mill" (July 9, p. C3).

In a Canadian government discussion paper mentioned in the Edmonton Journal, June 19, 1988, the Canadian Environment Ministry calls for a fundamental shift in attitudes and practices, at all levels. Entitled "Environmental discussion paper urges Canadians to change thinking, living," it is suggested that merely understanding the problems is not nearly enough. The suggestions to solve the problems range from additional environmental studies, to revised school curricula to making students more aware of

the environmental impact of all our collective actions (p. A10).

The June 29 issue of the Edmonton Journal, under "Oilfield watchdog report bites into acid-rain issue," outlines an Alberta Energy Resources Conservation Board study which highlights increasing emphasis on energy issues. The study is called "a world-class effort to protect people and the environment," and

> . . . when results are released . . . the researchers will be able to discuss with Albertans the ramifications of a wide range of environmental scenarios . . . which will have impact on the yield of crops, forestry, soil and water. . . "(p. G1).

"City council delays recycling decision," announces another headline in the same June 29 edition of the Edmonton Journal, relating the story about the debate on the decision in council chambers about whether to decide on the "social good" by giving the contract to help a local non-profit organization for disabled causes, or whether it should be purely an economical issue because of the expense to the taxpayers (p. E2). Unrelated perhaps, but still on the subject of recycling, the July 9, 1988 issue of the Edmonton Journal allocates considerable space to this issue. Under the headings "That gunge (garbage) can turn into gold," "Diapers for landfill cites big business," and "recycled

plastic products a growing market," readers learn about different efforts to turn environmentally sensitive problems into marketing opportunities. A local Edmonton entrepreneur has apparently discovered a multi-million dollar a year market in the recycling of plastic non-biodegradable bottles, and is named the "only company in the world that has a completely integrated facility for recycling plastic from pop bottles." The paper goes on to talk about the concern about possible contamination of water supplies in the Edmonton area by supplies of chemicals and bacteria leaking from landfill sites, talks about the huge plastic "diapers" that will be installed to prevent such contamination, and in view of Alberta's new hazardous waste regulations requiring the safe storage, removal and treatment of waste products at the Swan Hills disposal plant, north of Edmonton (p. C1).

On July 11, 1988, the Edmonton Journal warns its readers, "Swimmers warned of deadly toxins in Alberta lakes," giving comments from Alberta Agriculture toxicologists, Community and Occupational Health, as well as views expressed by opposition environment critics (p. B2). Then, going back an issue discussed in city council a few days earlier, the paper announces on July 14, 1988 that "Recycling split favored to employ handicapped," making it look fairly certain that the Edmonton Recycling Society, a non-profit recycling outfit, would get a city allocation of six million dollars to develop handicapped job opportunities,

should such a recycling plant go ahead (p. E2.) On the same day, July 14, 1988 the same newspaper carried articles on the hitherto unresolved Haida aboriginal title on the future of Moresby and the affect on tourism through mining within the park's boundaries (p. A11). The following day, July 15, 1988, the Edmonton Journal's front page cries "Sewage pumping plan challenged," and says that the city's plan to pump raw sewage into ditches to relieve pressure on sewer systems during heavy rain storms in the city of Edmonton breaks health hazard regulations (p. A1).

A sampling of article headlines from the June 30, 1988, issue of the Edmonton Journal is equally revealing. The front-page headline "Mayor defends expense to guarantee safe water" in the Edmonton Journal (June 30, 1988, p. A1), informs its readers of the 97 million dollars being spent to protect the City of Edmonton from the health hazards of contaminated water. This is also the subject in the July 14 edition when, on page B5, the paper announced "City's storm-water lakes may hold toxin -- zoologist," and discloses that the city will be funding a project to add lime to these lakes in order to de-toxify them. On the same page, another headline on a similar subject catches ones attention and reads, "Suffield landfills safe - Kowalski," referring to the inspections at Canadian Forces Base at Suffield, Alberta, by the Alberta Environment Department and the Federal Canadian Environment Ministry, Ottawa.

While these toxic subjects are being discussed, the city section of the paper announces a "Bingo scheme may uproot Food Bank," and proceeds to discuss Canada Safeway's involvement with the Edmonton Food Bank to find a home for the organization to help the needy. The article also identifies interest groups in the city opposed to the re-zoning of the district which is at the root of the search for a new home for the Food Bank. "Yes," the article seems to be saying, "even the plight of the needy are of interest to city residents." Ambitious new plans, including a large 160 million dollar down-town market east of Canada Place in Edmonton, and a 3.5 million dollar river-valley park catches one's eye on the first page with blazing headlines. Plans for a massive retail and recreational area, a natural grass amphitheatre, a dock for ferry tours up and down the river, a floating barge for shows, bike, pedestrian trails, outdoor rinks and a baseball diamond seems to reflect the social considerations referred to by Dawson (1980), Valaskakis (1981) and Nickels et al (1978), referred to earlier.

Countless other issues are raised during the same scanning period in June and July, 1988, and additional topics include issues on arts, culture, entertainment, charitable benefits and ethnic considerations. A few examples: The following headline in the June 30, 1988, issue, "200,000-plus expected to take in The Works," announces the opening of a downtown visual arts display by

the Minister of Culture and the Mayor of Edmonton. "It will . . .," according to the report, "unleash a frenzy of visual art activity in dozens of locations all over downtown," in an attempt to visually interpret the inner psyche of the city (p. F2). On another page of this edition, the Alberta Advisory Council on Women's Issues are said to have put out a research paper which, they hope, will dispel "many myths about women at home or in the paid work force" (p. B6). A few days later, July 2,1988, the headline "Arts groups lean on city for larger cultural grant," explains the plight of Edmonton Arts organizations and their bid to equal the 1.3 million dollars given similar groups in the City of Calgary (p. E6). "Time for a change, WIN House director says," on the city page of this issue is about Edmonton's two Women In Need Shelters for battered women and the surrounding societal climate. Alberta's natives are to consider protection of the erosion of Indian culture and religion under the July 3, 1988 heading, "Natives to ponder revamping" (p. A8), followed in the Eyeopener section with several pages on the ethnic Sikhs in Canadian communities, their religion, history and political importance in local city elections ("Sikhs wield power in Canadian politics," p. B1). "Cockburn joins protest at wood-treating plant," announces another headline about a "political rocker," who is helping Greenpeace to protest against the potential hazards of the use of wood preservatives (July 9, 1988, p. A8).

The above references from the Edmonton Journal were located on a casual search, but judging from routine reading of the newspaper as well as other publications, the examples located are by no means of an isolated incidence. The point being, as mentioned earlier, that should authors such as Nickels et al (1978) be correct in that there should be "evidence," such information can be readily located. Research on public relations and advertising campaigns carried out by Edmonton corporations and businesses would be of considerable interest in this respect, and may be an activity that could be subsequently embarked upon.

The transitions, process and growing role of marketing

Marketing activities within the free market economy have grown in leaps and bounds over the years, and are considered a vital part of both domestic and international economies of the world. Most recognize the importance of marketing to the efficient functioning of the free-market economy. Without massive marketing efforts, according to Udell and Laczniak, there would be a collapse of the economic system as known today (1981, p. 12). In reviewing the research literature, it becomes clear that the field and scope of marketing as well as the views expressed on the subject are both wide and varied. Topics, for instance, range from consumer psychology and target market behavioral considerations to situational research forecasting,

competitive and positioning concepts, strategic marketing, product, packaging and branding, pricing, distribution and channel management, domestic and international marketing, macro and micro marketing, service and concept marketing, retail and special sector marketing, societal, social issues and management of change considerations. The scope of this study, however, restricts itself mainly to marketing's expanding role with respect to macro variables and to considerations relating to post-secondary marketing curriculum aspects at NAIT.

The marketing process, its transitions and growing importance in the evolution of marketing's role, is looked at in varying lengths by a range of different authors consulted for this study. Darmon, Laroche and Petrof (1988), in keeping with most marketing texts, start by examining different synonymns for "marketing" and what it means, the importance of marketing to Canada's economy, and the historical development, function and process of marketing within the Canadian context.

The evolution of marketing: early stages

Darmon, Laroche and Petrof (1988) trace the roots of modern marketing to the nineteenth century Industrial Revolution and the growth of industrialization, the advent

of the Canadian railroads, settlements and manufacturing, Canada is now a country with one of the highest standards of living in the world (p. 7). The authors list a five-stage evolution:

The Entrepreneural or Trader Stage: Canada's early settlement period; The Manufacturing Stage: approximately 1869 - World War I; The Financial Stage: until the 1929 collapse of the stock market; The Sales Stage: from the 1930's Great Depression until the mid 1950's; and, finally, the introduction of the Marketing Concept of the 1950's accredited to Ralph Cordiner, Chairman of General Electric. Described in a General Electric 1952 annual report

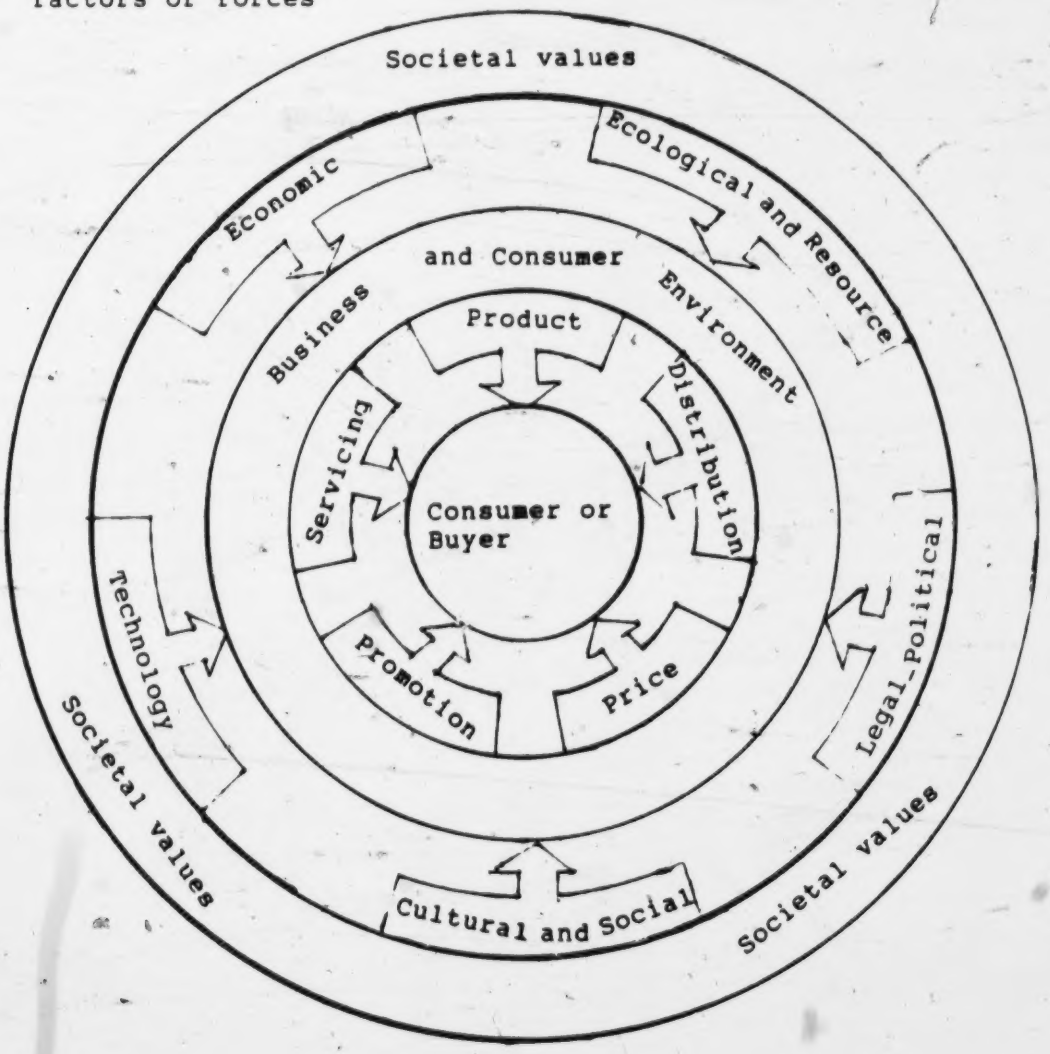
> . . . it would introduce the marketing man at the beginning, rather than at the end of the production cycle . . . as was the custom during the sales stage (pp. 9-10).

The marketing concept, according to this view, places the customer first in its considerations and it is from this understanding that the term "consumer sovereignty" also originates and which suggests that the consumer is "king" in the market place. The marketing concept, as presented by Darmon, Laroche and Petrof suggest that the concept can equally be applied to the marketing of political candidates, or non-profit organizations, such as universities, hospitals, foundations, churches, and police departments,

and not merely to goods and products (pp. 10-11). Kotler and Turner (1981 and 1985), McCarthy, Shapiro and Perreault (1988) and Beckman, Kurtz and Boone (1982), Nickels et al (1978), however, ascribe a substantially broader social role for marketing than does Darmon, Laroche and Petrof (1988). Udell and Laczniak (1981) also deals with this aspect in considerable depth in what they term as an "age of change" (pp. 12-20). Udell and Laczniak present the marketing concept as a response to "consumerism," one of the many movements that have risen out of a society seeking for a "quality of life," and one that will probably accelerate during the 1980's. Consumer problems which have been satisfactorily solved are totally in keeping with this particular view of the marketing concept. They further describe the "dynamic environment," or the macro aspects of marketing, as "one of the most difficult but exciting dimensions . . . because it is so highly eclectic . . . are influenced by . . . a host of uncontrollable external forces. . . " (p. 22). The relationship between business, consumers and the macro environment in which marketing operates can be illustrated as follows:

Figure 1

The marketing mix and the non-controllable external factors or forces



Adapted from Udell and Laczniak (1981), "The Dynamic Environment of Marketing," Exhibit 2-2, p. 23.

The preceding example from Udell and Laczniak (1981) is generic in terms of its marketing terminology and can be found in most post-secondary college texts and related literature including those consulted for this study. The usefulness of the model is that it effectively illustrates the marketing process, which this study focuses on, and also provides a conceptual understanding of the "broadened" aspects of marketing subsequently referred to in this study. The two outer circles refer to the external (to the company) marketing environments which directly affect all business and marketing endeavors (macro, non-controllable variables such as the cultural, social, technological, ecological, economic and political forces). These factors are a reflection of society's changing basic values and it should be recognized that it is this that conditions the climate which governs the operations of a company, government or the consumer response. Within these outer circles are the "marketing mix" considerations which include product, price, distribution or place, and promotion (personal selling, advertising, sales promotion, public relations, and servicing). In the marketing literature, this is what is referred to as the "marketing mix" or the "controllable variables" of marketing, as they can be changed at will. At the center of the mix and these overall considerations, is the focus of all this activity, namely, the consumer and his or her ultimate satisfaction (pp. 23-24).

Broadening the traditional marketing concept

In their chapter on "The changing role of the marketing manager," Little, Kennedy, Thain and Nourse (1978) outline the environmental changes that have given rise to what they term "new marketing arenas" and "new marketing purposes" beyond the traditional marketing concept of the 1950's. The 1960's with its social turmoil and the economic turbulence of the 1970's are the reasons for this change, they say, in what amounts to a "quantum change that has been discontinuous and dramatic" (pp. 1-4). Previous to this, the general notion of marketing was that it was primarily a "business function . . . bound up with profit of the enterprise" (p. 3).

Aside from the consumer movement of the 1960's, it was the rapid economic growth of the 1960's which was first questioned by Kotler and Levy (1971), when the term "demarketing" was also introduced. They questioned the unbridled growth in the face of looming shortages and the "blindly engineered increases in sales." In marketing, the term "demarketing" took on a new meaning, especially during the energy crisis of the early 1970's, when society became even more energy and conservation minded (p. 74), and is also mentioned by Borts (1975). Nickels (1978) says that these changes are reflected in the growing popularity of smaller cars, storm windows and doors on houses, and the

search for new alternative energy sources. Other changes are not far away, precipitated by pressure from ecologists, environmentalists, conservationists and the public.

> . . . marketing organizations are searching for products and processes that are less damaging to the environment . . . evidenced by the growth in recycling . . . pollution control . . . and concern over cigarette smoking . . . (Nickels, p. 520).

Luthans, Hodgetts and Thompson (1987) suggest, because of the perception by some of an impending "global crisis," that the future will spell a much broader role for business and marketing, both domestically in North America and world-wide (pp. 460-531). Calls for a broadening of the traditional marketing concept came as early as 1969 by the same authors who introduced the term "demarketing" (Kotler and Levy, 1969). Traditionally applied to business boundaries, they proposed at the time that non-business organizations and concepts should also be included in the marketing function, such as unions, governments, charitable foundations, churches and schools (p. 10). Nickels (1978), also mentioned earlier in this study, talks about "revolutionary changes," and an "exciting" and "challenging period of tremendous change" in terms of changes in traditional marketing thinking, and adds

> . . . as society's physical needs are satisfied . . . there tends to be an increased demand for better educational programs, health-care services . . . efficient and effective pollution-control systems, and higher standards of social welfare . . . " (pp. 518-519).

Having listed other global concerns, such as population problems, unemployment, inflation and world-wide hunger, the author acknowledges that marketing may not be able to offer what he calls a "cure-all" for solving these type of problems. In spite of this, however, marketing knowledge and expertise is what will be needed globally in an effort to build a better world. These types of sentiment seems reminiscent also of references made earlier in this study by Harman, Masuda, Miller and Armstrong, Valaskaskis, Schumacher, Commoner et al.

Dawson's four marketing paradigms

Leslie Dawson (1980) in his article, "Marketing for Human Needs in a Humane Future," suggests a new marketing paradigm which stresses "quality rather than quantity," is necessary. This type of change in the traditional thinking with respect to the marketing concept would go beyond the bounds of the traditional concept which, he says, centers on purely and primarily creating and delivering a "standard of living" for society (pp. 71-82). Rather than emphasizing "standard of living," marketing activities should

concentrate on the term "quality of life," a term which is likely to strongly influence marketing decisions in the future (Little, Kennedy, Thain and Nourse, 1978). The authors feel that this has been brought about by a shift in the Canadian social value system; one that suggests that Canada is becoming more a conserver than a consumption society and where "small, not big is good (p. 4)." Questions surrounding marketing decisions should no longer, according to this new thinking be, "can it be sold?' but, "should it be sold?" Such thinking is precipitated by a social awakening about energy, pollution, resource, and even plain poor taste considerations and will throw a different light on how marketing managers perceive their role to be (pp. 3-4).

Dawson (1980) is far more explicit in his reservations about the traditional marketing concept (p. 75). Citing non-marketing critics, who attribute most of the malaise and problems of the modern society to marketing -- including excessive waste, misplaced priorities and other excesses, Dawson suggests that there is an answer to this criticism and that the answer rests squarely with marketers themselves. The solution he calls for must, he says, involve a "radical new framework of thought concerning the nature and role of marketing in our society," and offers a new "marketing paradigm" reflecting a new set or system of beliefs. Dawson accuses marketers of practicing what he calls a "scientific method" of theories, laws, and

generalizations which are dearly held to by academicians, universities, mainstream business and practitioners alike. In so doing, this creates problems when having to deal with the realities of the world around us, which the traditional or "central paradigm" used traditionally cannot adjust nor adapt to. Dawson backs up his allegations by listing many of the definitions, explanations, and statements found in contemporary books and articles which, according to this view, would then be somewhat redundant (pp. 72-75).

Dawson, a professor of marketing at the University of Lowell in Massachusetts, says that the true test of whether the paradigms of marketing are sound or found to be flawed is whether or not they correspond to the realities and phenomena of life. On the subject "standard of living," often mentioned in marketing texts, he puts forward some disturbing thoughts. How, he wonders, can one account for society's unprecedented rates of crime, suicide, and mental illness, if modern marketing, supposedly, is delivering a "high standard of living" and providing "consumer satisfaction." He feels that it is incorrect or erroneous to use these terms in light of the realities of everyday life, and that the term "quality of life" is a measure one cannot, therefore, readily apply to the normative marketing approach which embodies the traditional marketing concept (p. 75).

Dawson is critical of the marketing concept as a philosophy that espouses or claims to be the key to a company's survival, and the reason why this view is limited is because it

> . . . regards people only in their role as consumers or buyers . . . and (is) one dimensional in character . . . The business manager who accepts the marketing concept paradigm of the consumer being at the dead center of the universe, may find such a perspective to be as sound and as helpful as Ptolemy's version of the heavens . . . (p. 76).

This view may prove somewhat startling to some marketing people, especially those who hold to the traditional marketing concept. Dawson arrives at this conclusion, however, by wondering -- if the focus on the customer is the key to business health and vitality -- why it is that cigarette producers, oil companies, and cereal manufacturers, for instance, suffer such "frequent aches and pains;" suggesting that the problems they encounter arise, not from consumers, but from a totally different source: the health advocates, the nutritionists, the environmentalists, consumerists, politicians, religious leaders, and other interest groups which Dawson feels are frequently not taken into active consideration. Clearly, if one holds to Dawson's views, this can be identified as another neglected area. Dawson's view receives some support from Kotler and Turner (1981) who identify these groups as

> . . . significant publics of the organization . . . and . . . companies would be foolish to attack or ignore demands of public-interest groups . . . (pp. 50-53).

Dawson's views on the marketing terms "stimulation of demand," and "physical distribution," are equally critical in nature. It should be noted that these terms are fairly central to marketing theory and questioning such tenets is somewhat radical. Recalling the author's previous references to marketing not conforming to the realities of everyday life, he asks how well the profoundly important task of distributing goods and services is actually performed in the world, in view of the teeming millions of people who suffer from malnutrition, hunger and poverty. Even though he agrees that marketing itself cannot be remotely blamed for such massive inequities

> . . . nonetheless, by emphasizing "demand creation" -- a task which by definition focuses effort on luxuries and conveniences -- the harsh reality is that marketing has contributed more to the problem than it has to the solution . . . (pp. 76-77).

Dawson (1980) goes so far as to say, under the sub-title "Paradigms for the Future," that a new "cluster of interacting limits," which he lists as resource, population, economics, environmental, social and political, is bringing

the previous marketing paradigms and era to an end (pp. 73-77). He points to massive non-material needs in society, such as cultural, artistic, and religious as being the "new frontiers," as opposed to that of the present-day kind which emphasizes materialism. Other authors quoted earlier in this study, such as Nickels et al (1978) seem to agree and, if daily headlines in the local Edmonton newspapers are anything to go by, these are the realities of life that Dawson addresses which tend to be overlooked in normative marketing practices.

Dawson's views on the new parameters of marketing echo the sentiments of other authors alluded to in this study, namely, Harman, Masuda, Miller and Armstrong, Valaskakis, Schumacher, Commoner et al. Dawson (1980) thinks that serious consideration should be given to reordering the knowledge of marketing into a new framework of thought which is more attuned to a society that is animated by ethics, relationships, love and sharing. Such a revitalized form of marketing, he contends, would

> . . . recast the knowledge of marketing so that it is not only compatible with, but indispensable to, a humane future (pp. 77-78).

Dawson's marketing "Paradigms of the Future" include four new dimensions or concepts:

1. Distribution Paradigm -- to accelerate the economic growth process by transforming waste into that which is useful by means of recycling;

2. Need Satisfaction Paradigm -- to satisfy the cultural, artistic and religious needs of society, rather than the material;

3. Mass Persuasion Paradigm -- as a powerful social mechanism for redirecting the attitudes of society on a mass basis, marketing is far better equipped to tackle this than through law enforcement programs;

This particular paradigm would seem to suggest that global sentience is a symptom of human-created disorder and not one that can be attributed to historical misfortune. Dawson, on this subject, says that

> . . . if the traditional paradigms have tended to bring marketing down on the wrong side of the problem, its potential for contributing to the solution side is enormous (p. 80).

4. Growth and Development Paradigm -- Here Dawson (1980) refers to the "New International Economic Order" advocated at many forums and endorsed, he says, by the

United Nations. The inclination of wealthy nations is to promote greater production capacity in Less Developed Countries (LDC's) when it may, in fact, only compound labor and energy dependence problems in these countries. Instead, the theme should be "exchange," where LDC's and developed countries determine resources needed in return for assets, talents or resources it can offer in return; in other words, a form of bartering which stresses "what it can spare in return for what it needs" (pp. 78-81).

Other views complementary to Dawson

Beckman, Kurtz and Boone (1982) suggest there are clearly environmental and social factors that go beyond the traditional and normative marketing mix (stressing product, price, place and distribution and promotion). Such a new conceptual framework would address the historically neglected social issues and related perspectives raised by a company's external relationships, but suggest that it is society and not marketing that must accept the responsibility for society's drive toward materialism (pp. 726-727). The authors suggest that the current issues facing

marketing are "primarily consumerism, marketing ethics, and social responsibility," and that this provides a useful framework for studying these issues in a systematic fashion (p. 729). The authors suggest that all marketers are accountable for the effects their decision-making has on society, and especially in light of the immense macro societal and environmental changes confronting society (pp. 744-753). The fact that many authors are now stressing a social responsibility dimension beyond the traditional marketing concept is duly noted by Robin and Reidenbach (1987, p. 44).

Further calls for a new marketing concept

Leslie Dawson in "Marketing for Human Needs in a Humane Future" (1980) and "The Human Concept: New Philosophy for Business" (1969) suggests that the traditional marketing concept is now outdated and needs to be replaced by an entirely new philosophy, some of which has already been alluded to earlier in this study (see Dawson's Four new Marketing Paradigms). Nickels (1978) feels that although nonbusiness groups such as colleges, churches and charitable organizations are frequently included in a broadened view of the marketing concept, the concept still tends to remain seller and not buyer oriented (p. 56). His solution, not

perhaps as radical as Dawson's, stresses a new outlook or orientation to replace the traditional, as follows:

1. A Societal Orientation: This type of orientation should strive for a better quality of life, in addition to protection and health factors, and should also include the following considerations: a clean and healthy environment, an intelligent use of resources, recognizing societal needs as well as those of individuals such as educational programs to train the disadvantaged, improve the community, providing consumer information and education, involvement in community projects, and helping to reduce unemployment and other societal problems.

2. A Systems Orientation: Businesses must realize that they depend on outside inter-relationships and that they are a part of a much broader system which includes the national domestic economy, as well as the global economy. Survival of the world economy calls for co-operation between nations and, sometimes, with other companies, such as in joint-ventures between the U.S. and Japanese auto manufacturers or other multi-national arrangements. A better understanding on these inter-relationships is needed as the world in turn becomes more and more inter-dependent.

Nickels suggests the need for an improved marketing information system which will help to spot problem areas,

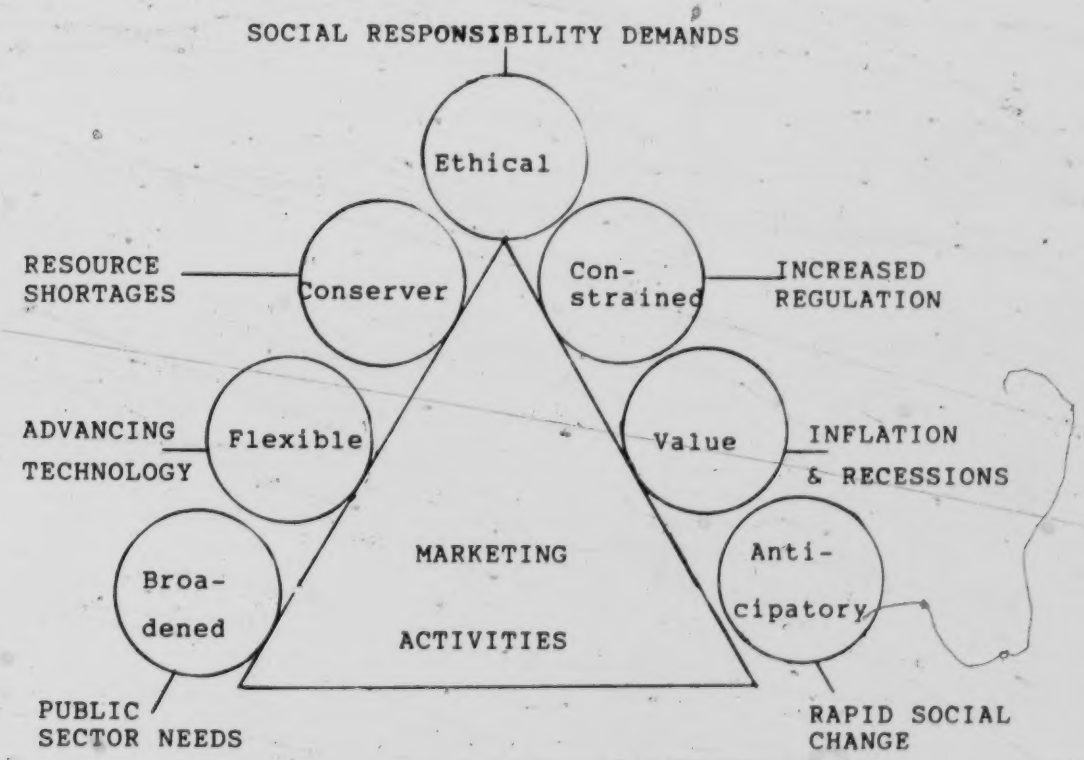
and to remedy the type of situation sometimes prevailing in large United States cities, for example, where duplication of facilities, empty beds, and wasted resources is capable of causing social havoc -- especially when millions of people may not be obtaining adequate health care. A systems orientation in the true spirit of cooperation, the author suggests, will bring untold benefits to such a lamentable situation (pp. 56-61).

Kotler and Turner (1981) also question the validity of the traditional marketing concept as "an appropriate organizational goal," in a world which has become increasingly sensitive toward the deteriorating environment, resource shortages, unheeded population growth, global inflation, and neglected social services. The marketing concept, say the authors entirely sidesteps the disparity between consumer wants, interests, and long-run societal welfare. The authors quote McDonald's, where the promotion of foods with lots of fats and starch may not be necessarily nutritious, and where a similar lack of thought is evident in the enormous amount of paper wastage and the cost to the consumer that takes place in this type of operation (p. 34). These types of shortcomings do not take into account long-run consumer and societal well-being, and this is what should be included or added to the traditional marketing concept, they say (p. 36).

The Udell and Laczniak model

The model presented in Figure 2 provides a useful summary of future trends in marketing and the external non-controllable variables or forces of the macro environment that may influence or shape these trends. The next few pages deal with the factors of this model.

Figure 2



Adapted from Udell and Laczniak (1981), Exhibit 22-1, p. 554

Ethically responsible marketing

The public's demand for more ethical marketing practices may lead to an emphasis on professionalism, codes of ethics, ethical consultants, and ethics education at post-secondary schools of learning (p. 554). From a Canadian perspective, marketing and advertising is being regulated in many different ways, such as through Federal and Provincial government legislation, as well as through industry and media controls. Various regulations and codes pertaining to advertising ethics and standards are strictly enforced, relating to such aspects as accuracy of claims, disguised formats and techniques, price claims, testimonials, bait and switch tactics, professional and scientific claims, safety, taste, opinion and public decency, exploitation, advertising to children, as well as such things as subliminal advertising aimed at the sub-conscious levels of the mind. There are various Federal and Provincial Acts and Statutes pertaining to these practices which are clearly spelled out, with severe penalties meted out for law-breakers. In this respect, Canada is very heavily regulated (Darmon and Laroche, 1984, p. 516). Many corporations, such as General Motors, Chrysler and Thiokol, had codes of ethics, "ethics panels" and Public Policy Committees to meet such requirements

already in the early 70's (Kindre, 1972, pp. 2-5). In terms of "ethics education," many companies are in the process of developing their own in-house degree granting and diploma programs in different areas of specialized training and, increasingly, in the whole area of business ethics (Byrne, 1988, p. 56). Faunce (1981), Bell (1976) and Beach and Gedeon et al (1974) agree that the age of the "professional worker" and a higher level or plain of professionalism has arrived with the advent of the Information Age, and that renewed emphasis will have to be placed on the teaching of work ethics, values, and attitudes.

Constrained Marketing

Authors such as Nickels (1978) and Udell and Laczniak (1981) suggest that the future points to an increased level of consumer education and government regulation. In addition to codes intended to safeguard the interests of Canadian society, the Environment Council of Alberta has clearly set out its conservation strategy:

> The amount, scope and complexity of environmental legislation . . . has increased over the years. As . . . government and industry attitudes have changed, so have opportunities for public participation in resource management decisions. . . a premise . . . is that resource users have sincere interest in finding solutions to existing and impending resource development conflicts . . . and sustainable development depends on maintenance of the environment (Environment Council of Alberta, 1988, pp. 29-31).

The Canadian Environment Ministry also calls for a "fundamental shift in attitudes and practices, at all levels," and suggests that just understanding the problems at hand is not enough. Suggestions to solve the problems range from additional environmental studies, to revised school curricula to making students more aware of the environmental impact of all our collective actions (Edmonton Journal, 1988, p. A10).

Value-Oriented Marketing

According to Udell and Laczniak (1981), "consumers will continue to become increasingly value conscious in the foreseeable future" (p. 557). Janet Neiman, in Hottest Markets (1987), however, claims that the market for "social responsibility has seen its heyday" and that environmental concerns are not the major "draw" for marketing. Although companies still want profits, it is really values that consumers are looking for; which leaves the door open wide for opportunities in values-added marketing -- meaning morals, ethics, philantrophy . . . in short, "marketing with a heart and a conscience" (p. 18). Neiman cites Procter and Gamble's Special Olympics for the handicapped and McDonald's charitable efforts to raise money for the Muscular Dystrophy Association as examples of "cause related marketing," and in keeping with a values-added orientation. Other examples are corporate tie-ins with organizations like

the Sierra Club, alumni associations, political coalitions, social-action charities such as Helping Hand, where "We are the World" raised more than 50 million dollars for third world hunger, and Band Aid and Live Aid which raised a combined total of over 100 million dollars These types of corporate tie-ins, according to the Neiman, now includes over 19 major corporations, including Seven Up, General Motors and the Southland Corporation. Neiman (1987) cites Gary Edwards, Executive Director of the Ethics Resource Center in Washington as saying, "Society is inter-dependent; technology has changed the way the individual affects others . . . you cannot function with the same level of ethics as in the past (pp. 18-19). As of January, 1987, Time magazine has added a regular section on ethics. Neiman cites Jason Mcmanus, Time's Managing Editor, as saying that the concern over ethics is as much a part of the social fabric as health, fitness, food and computers. Goodpaster, associate professor at Harvard Business School is cited by Neiman (1987) as saying, "general consumer disillusionment has created a trend . . . of non-economic criteria affecting purchase decisions (pp. 18-19). Faith Popcorn, head of Brain Reserve, a New York based market-research firm, is also quoted by Neiman as seeing a "Naderistic feel of the 60's" in the consumer "fight-back trend" now evident in society. Neiman (1987), quoting the book Rating America's Corporate Conscience, says that consumers are much more aware that implicit value statements are tied in with their purchasing decisions and they are increasingly avoiding

products from companies they find objectionable; which would explain the current interest in corporate divestment in South Africa, sex education, and charity proceeds for the needy of the world. The use of causes to market products, however, can only be seen as a "value-added adjunct," as consumers still insist on having the best (pp. 18-22).

Broadened Marketing

Udell and Laczniak (1981) describe marketing as a universal process that can be equally applied to both the public and the not-for-profit sector. As a result, one of the continuing trends is the application of a social dimension to marketing, similar to the one ascribed to it by Nickels (1978, p. 519) -- whether it be to disseminate birth control devices in third world countries, to increase church attendances, to improve the image of law enforcement agencies such as police departments, or to popularize political candidates and platforms (pp. 559-560).

The present emphasis on adult and continuing education courses at the University of Alberta and NAIT would be typical examples of this broadened understanding of marketing, especially in the face of declining enrolments and increasing competition. At Northeastern University,

Boston, for instance, and at St. John's University, Jamaica, New York, and the U.S. Army College Fund, Army Recruiting, Fort Sheridan, Illinois (Advertising Age, 1987, p. S-5), a regular recruitment war has erupted and clever marketing tactics are being used to attract recruits and bolster enrolments. Harvey Mudd College, Claremont, California, even mails out a "junk mail premium kit," a humorous approach to approaching recipients using winner scratch cards, bonus campus visits and free lunches if they respond favorably (p. 78). Similar promotional strategies are employed in the marketing of arts and health care (Udell and Laczniak, p. 560-561). A new approach to reaching consumers and educating them at the same time is the "doctored strategy" used by many companies today by directing their messages toward the medical profession first who then, it is hoped, will help to recommend groups of products to their clients and patients (Advertising Age, 1988, p. 12).

Conserver Marketing

The Udell and Laczniak model (1981) suggests, in light of increasing shortages in the future, that this will have an "enormous impact on marketing." Concepts such as "demarketing," encouraging conservation and preservation, "remarketing" of substitute products or materials, and "ecological marketing," where emphasis will be placed on

products developed from recycled materials which will become increasingly commonplace (p. 561).

Flexible Marketing

This trend will emphasize technical developments and innovations for the future, where new products, appliances and production processes will emerge based on a new range of technologies. Examples are the electronic micro chip, nuclear fission and other new energy sources (p. 565).

Anticipatory Marketing

Here Udell and Laczniak (1981) suggests, because of the increasing frequency of change expected in the external marketing environment, that improved long-range planning, a change-oriented management approach, and integrated marketing management practices will become necessary. Scanning and monitoring the environmental horizons should become regular marketing activities, and marketing is highly suited to this type of activity (pp. 565-566).

A Marketing Approach to Responsibility Marketing (MARM)

Murray and Montanari (1986) propose a view of

corporate social responsibility as a "product," which is a rather novel interpretation of modern trends and the marketing concept. They put forward a model, referred to as Marketing Approach to Responsibility Marketing (MARM), which conceptualizes the exchange process between a business, society and a company's publics. According to the MARM view, socially responsible issues and concepts can be treated as legitimate socially responsible "product markets" using the marketing mix variables, especially if a company can be said to receive its legitimization and ultimate authority to function from society (pp. 821-824).

The MARM approach embodies a "dynamic view of social reality" which pinpoints issues pertinent to marketing's external exchange relationships, similar in respect to Nickels "social view" of marketing (Nickels, 1978, p. 519), and Sweeney (1972), who says:

> . . . social responsibility is not an obligation imposed on marketing, but an inherent aspect of the nature of marketing; not a rationalization for marketing activity, but a reason for marketing activity (pp. 3-10).

According to Murray and Montanari (1986), local governments need to be responsive to their environments or how new officials are empowered; school boards must govern

with regard to the greater social environment; and health-care institutions must incorporate the interests of their specific social environment with marketing practices. A firm must, therefore, actively seek societal support, first by identifying the various problems of the company, and then by addressing the important social morality needs by utilizing marketing's four P's (product, price, place or distribution, and promotion). Some highlights of the MARM model:

1. The nature of a corporate social responsibility marketing program can only be determined after the relevant social interest or pressure groups have been identified, together with their social expectations;

2. The marketing model used must include an identification of the relevant societal issues, called "content," confronting a firm and also the specific sequence of events, or the "process," for applying the model.

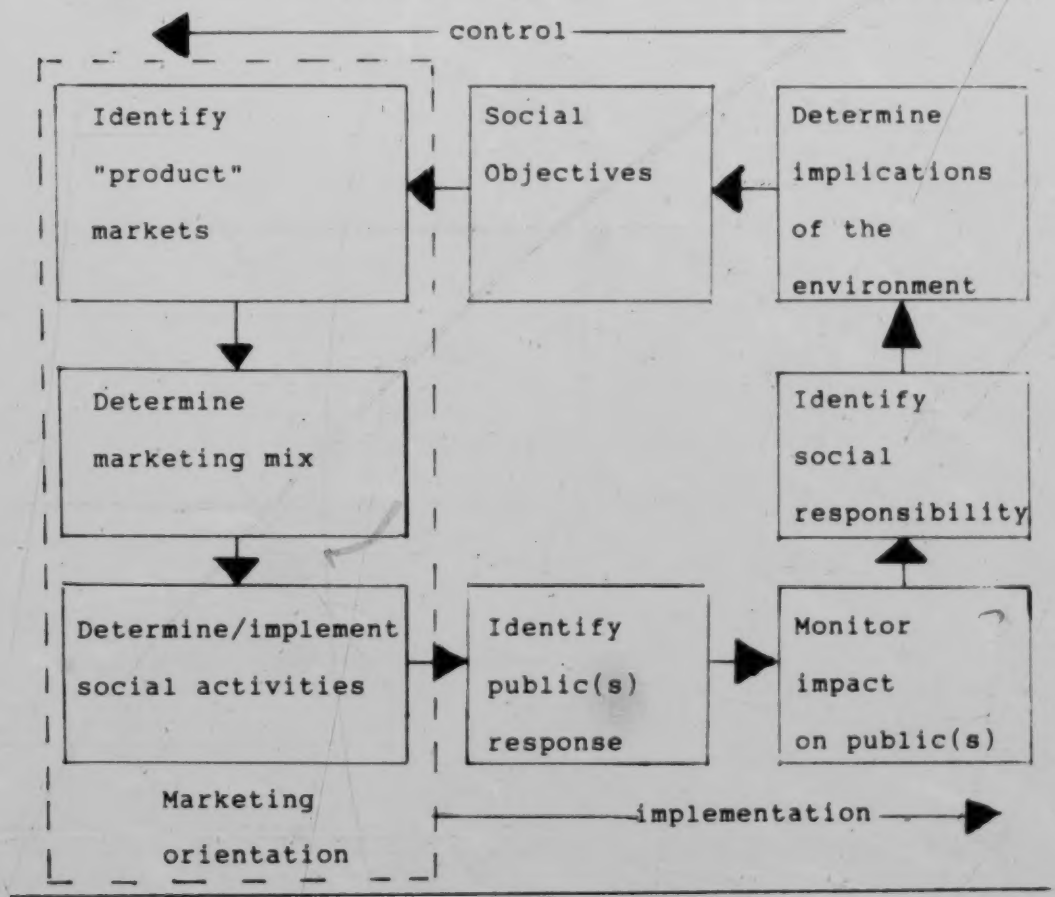
3. Social responsibility activities should be made accountable to the marketing department of a company, and not to staff departments as usually is the case, thus giving it a marketing orientation; the reason

being that the type of routine environmental data collection by typical marketing departments make them the logical choice (pp. 815-827).

The Murray and Montanari (MARM) model in Figure 3 may prove a useful framework for combining contextual aspects (the content) with application (the process). The authors maintain that this is seldom recognized (p. 815):

Figure 3

THE MURRAY AND MONTANARI (MARM) MODEL OR FRAMEWORK



Adapted from Murray and Montanari (1986), Fig. 1, p. 822.

Kotler's Megamarketing concept

The 1980's, according to Kotler (1986), has seen marketing entering an entirely new phase where an expansion or a broadening of marketing skills beyond the four P's of marketing (product, price, place/distribution, and promotion) will become necessary. The author adds a "megamarketing stage" to the existing understanding of the marketing concept because he feels that successful market entry will largely depend on the ability to obtain approval from outside interest groups or parties. This thought, it will be recalled, was also voiced by Dawson (1980) earlier in this study. Kotler (1986) suggests that entrance to a market place is often blocked by what he calls a "huge gate," and that to be successful in getting past this gate means either finding the right key or by blasting it open. Examples used by the author are, for example, the Concorde's problems with obtaining landing rights because of anti-noise opposition groups, General Electric's problems with unions, legislators and other affected parties because of their recent attempt at factory robotization, and IBM and Coca-Cola's battle to stay on in India in spite of political opposition in that country. These "gates," or "gatekeepers" must also be identified and to do this will require considerable political, as well as public relations skills, in addition to general marketing and economic skills (pp. 117-120). Garrett (1987), is of the opinion that

marketers "have neglected marketing policy boycotts as relevant environmental forces," and that, as a result, ". . . they may respond inappropriately when faced with a boycott and damage their organization" (pp. 48-49). He charges that although marketing strategists maintain that environmental management is a critical task, little attention is usually given to how exactly this problem could effectively be dealt with (p. 46). Dawson (1980) suggests that a marketing concept that views the customer as the center of the universe, without recognizing and dealing with ". . . a formidable array of health advocates, nutritionists, environmentalists, consumerists, politicians, religious leaders, and others . . " is as sound as ". . . Ptolemy's version of the heavens. . . " (pp. 75-76). Farmer and Hogue (1985) present a taxonomy which lists the following "pressure groups" as affecting firms or forcing them to change: managers, employees, stockholders, creditors, the trade, consumers, governments, suppliers, and the public (p. 22). Kotler (1981) presents the "major publics of an organization" as being the general public, local publics, citizen-action publics, government publics, media publics and financial publics (p. 50). In his megamarketing concept Kotler (1986) lists the following interest groups or parties: legislators, government agencies, political parties, labor unions, banks, reform groups, churches,

public interest groups and the general public, an expansion of his 1981 model. Garrett (1987) suggests that this is an area that has been neglected and usually receives little attention (p. 46). Kotler (1986) in outlining his megamarketing concept suggests that modern marketing must go beyond the normal marketing exchange process. Too much time is spent on analyzing the preferences and perceived satisfactions of target markets, when it is not always the target market that is the problem. This, it may be recalled, was also Dawson's contention (1980, pp. 75-76).

In addition to marketing knowledge and economic skills, which must still be utilized, megamarketing calls for additional skills, especially those of political science and public relations. The reason for this is that it is important to understand not just who these possible parties or interest groups are, but it is also necessary to know the power structures involved and what processes are needed to gain their support or to influence them in such a way as not to block the efforts of the company. Therefore, in addition to the traditional four P's of marketing (product, price, place or distribution and promotion), Kotler (1986) suggests the addition of "power" and "public relations." Another area that needs to be re-examined, according to Kotler, is the non-controllable marketing mix. Too much emphasis has been placed on the non-controllability of environmental

factors in the marketing mix when, if "power" and "public relations" is taken into account in the planning and the analysis, these factors are not always beyond the realm of being influenced. Kotler agrees that his megamarketing concept may not prove too popular and may even make marketers uncomfortable, but that it is this type of "innocence" which overlooks or fails to understand things such as "tough bargaining, side payments. and other features that not pathological, but grow out of the unending search for differential advantage."

Kotler's reference to "gates" or "gatekeepers" and possible problems with knowing how to deal with situations is somewhat similar to the types of communication and perception barriers encountered in the field of business communications. On the subject of basic communications theory, involving the sending and interpreting of messages between two parties or more, Bovée and Thill (1986) cover this extensively in their book Business Communication Today. They say that

> . . . business communication is especially prone to misunderstandings, because the message is complex, conditions are difficult, and psychological and social differences often separate sender and receiver (p. 433).

To overcome these type of basic communication barriers effective communication skills and abilities are needed, especially the problem of bridging the "gulf" that may exist between a company and its various audiences. In order for proper and meaningful communication to take place with an audience or group who may have a different reference frame, not only does it require establishing credibility, but also an understanding of the real or perceived needs and reactions, according to Bovée and Thill (1986). The actual transmission of communications and intended meanings may also be hindered by what they call "message processors" or "gatekeepers," who may possibly even distort the message which will then be effectively blocked (p. 39). There seems to be a fair degree of similarity between Bovée and Thill's communications theory and the gatekeepers identified in Kotler's megamarketing concept (1986), as well as the interest groups and issues in Murray and Montanari's MARM concept (1986).

Communication theory and the communication process is common to many marketing texts also, among them Promotional Management by Govoni, Eng, and Galper (1986), used in the NAIT marketing program course offering. Their basic communication model, similar to Bovée and Thill's (1986), is dealt with extensively in Chaper three, but the emphasis is on the consumer as the recipient of the intended message. No mention is made of the type of "gates" or "gatekeepers"

referred to by Kotler (1986) or the relevant social interest, pressure groups and social expectations identified by Murray and Montanari (1986). Klapp (1978) in Opening and Closing, which deals with opening and closing communications theory and strategies of information adaptation in society, presents an interesting interpretation of this process. Klapp suggests that "movements" such as environmentalism, the limits to growth thinking, recycling and the "small is beautiful" concept, spells out the fact that unrestricted, uncritical growth in society has come to an end. Klapp perceives this, as well as other concerns similar to the ones identified earlier in this study, as "the crisis of social noise" and that it is not until the meaning of this is fully comprehended that the understanding of the communications process will be changed:

> . . . it will explain how clutter in the environment, giving rise to noise in communication, in turn giving rise to confusion in the mind . . . contributes to the meaning gap . . . and . . . ultimately a crisis of meaning (pp. 9-10).

This somewhat analogous viewpoint takes on added meaning, however, when Klapp (1978) suggests that we will not fully understand the predicament of society, and presumeably how to respond to it, until it is fully recognized that effective communication and social noise are basically intertwined (p. 11). From a marketing education point of view, and in light of the considerations

put forward by several authors consulted for this study, such as Dawson, Kotler, Murray and Montanari et al, this may take on special meaning.

Summary

In this chapter the literature relating to the trends, transitions and changes of a rapidly changing society, as well as the corresponding and mirrored changes in the practice and study of marketing were examined. Generally, the literature indicates that marketing is in for some dramatic changes, and that these changes are not always reflected in normative marketing education or practices which tend to cling to traditionally held concepts and beliefs. The literature seems to suggest that in order for marketing not to become redundant that the everyday realities and needs of a better educated and informed society must be taken into consideration, and that the marketing curriculum should also reflect these changes.

"New naturalism," "New Age," "Sustainable Earth Society," and "symbiosis of man and nature," are some of the terms used by sources in this chapter, such as Harman (1979), Miller and Armstrong (1982), and Masuda (1981), who outlined some of the needed perceptions in order to meet the social challenges of tomorrow's new world of finite

resources and new value systems. Valaskakis (1981) presented a Conserver Society paradigm, and his three holistic options were examined, in addition to views expressed by other literary sources such as Commoner (1968) and Schumacher et al (1984) on some of the problems facing our society.

The future of marketing, including some societal and consumer predictions by the three consultants, Brain Reserve, Yankelovich and Langer, were later examined, in addition to the neo-traditional trends and values they think society is evolving towards. Zikmund and D'Amico (1984), it was noted, suggests that if marketing is also reflecting these larger societal changes, it must be guided by a respect for society and a willingness to follow its suggestions, or accept being corrected by an increasingly well-informed society. The emerging trends, concerns and new values related by Borts (1975), will alter former approaches to marketing which, as a field, will never be the same again. Nickels (1978) suggestions that these changes are "evident" are supported, in part, by the limited review of sample headlines from the Edmonton paper, the Edmonton Journal, which were also examined. This was followed by a look at the transitions, process, role and evolution of marketing, from its early 1950's stage to the present calls for whole-scale change. This call for change was also noted by Dawson (1980) who levels several criticisms against

traditional approaches to marketing, including the marketing concept and the marketing mix which, he says, is unable to respond to the phenomena and realities of everyday life in today's society. Dawson is equally critical about traditional approaches found in marketing textbooks as well, it would seem, in post-secondary education and current business practices where traditional practices and beliefs seem to be tenaciously clung to, in spite of the need for a whole new philosophy or outlook to meet the essentially non-material and societal needs of tomorrow. A partial reflection of Dawson's views are found in the societal and systems orientations proposed by Nickels (1978) also examined.

The Udell and Laczniak (1981) model presented and examined in some detail, provides a useful summary of future trends and the external non-controllable variables or forces of the macro marketing environment. The seven levels of the model were: socially responsible or ethical marketing; constrained marketing; value-oriented marketing; broadened marketing; conserver marketing; flexible marketing; and anticipatory marketing. Various examples from related literature were viewed alongside the stages of this model. This was followed by Murray and Montanari's (1986) MARM view of corporate issues and concepts as legitimate "product markets," using the marketing mix variables. In addition to a summary of steps needed to apply the model, the MARM

approach also suggested that these type of activities are better suited to the marketing than to the staff departments of a company. Another somewhat novel concept found in the research literature and examined in this chapter is Kotler's Megamarketing concept. Here a new phase or paradigm beyond the traditional confines of marketing's four P's is looked at, especially the notion that if marketing is to respond to existing realities then a departure from pure consumer-orientation is necessary. The four P's must also include "gatekeepers" or special interest groups in society, without whose support the company will not be able to successfully conduct its marketing. The two additional P's suggested by Kotler are the skills of political science and public relations.

Chapter 3

REVIEW OF THE POST-SECONDARY MARKETING CURRICULUM

Earlier, reference was made to a Canadian government discussion paper (Edmonton Journal, 1988, p. A10), which suggested that merely understanding the "problems" besetting society is not enough. The suggestions from the Canadian Ministry of Environment calls for a change in thinking and living, including suggestions for additional environmental studies, to revised school curricula to making students more aware of the environmental impact of all our collective actions. This Canadian government view is also echoed by John Stoik, President and Chief Executive Officer of Gulf Canada Ltd., (1984), when he suggests that if Canada, as a nation, is to successfully compete in what he refers to as the "global village," then far more interest must be placed in our educational system. This calls for a higher plain and degree of professionalism than hitherto. There would have to be, he says, much more emphasis also on aspects such as integrity of self, of society and others, and ecumenical, humane, humanitarian, responsible, participative decision-making between government, manufacturers, management, employees and the general public -- something which, in

other words, would be good and beneficial for everyone, bearing in mind the global situation.

In keeping with Stoik's (1984) views, Faunce (1981) in Problems of an Industrial Society, and Bell (1978) and Beach and Gedeon et al (1974) agree that a new and professional type of worker is emerging, and that renewed emphasis will have to be placed on work ethics, values, and attitudes in the new Information Age. If this be so, then Faunce (1981) is perhaps right when he suggests that educators should perhaps not just be preparing and training people for "work," but for "lifestyles" that reflect the changes of a society entering a new paradigm in thinking and perception. From an educational point of view there is the basic assumption, according to Beach and Gedeon (1978), that "affective attitudes and habits" will automatically develop during the acquisition of technical and cognitive knowledge -- a belief, they maintain, is held by many educators. These authors feel that positive values, habits and attitudes can only be brought about by deliberate and purposeful teaching and training programs. It is reasonable to assume that the same would apply in order to make marketing students at NAIT more aware of the heightened societal expectations, trends and issues in the field of marketing and the external controlling forces. In the preface to their book on Marketing Ethics, Laczniak and Murphy (1985) talk about the Jesuit purpose in professional education as being:

> . . . to train men and women of both competence and conscience . . . by awakening in our students the sense of values to be honored and principles to be adhered to . . . we can carry out the mission to influence society (p. xi).

"Although there is a definite need for the . . . concepts in theoretical knowledge in marketing," they go on to say that, "its practice can only be 'self-actualized' when it is also tempered with the concern for the principles of justice and ethics" (p. xi). The authors, referring to an earlier study by them, come to the conclusion that most marketing texts tend to be fairly general rather than specific in nature -- in other words, there is more of an emphasis on theory than there is on application and implementation. Laczniak and Murphy (1985) also claim that some authors stop short at "thumbnail ethical maxims," and that the whole area becomes very difficult to teach as the "existing frameworks for analyzing the topics are too simplistic and lack theoretical rigor" (pp. 9-10). Their own view is that there is significant value to this area in functional business courses and must, therefore, be included. Epstein and Votaw (1978) are somewhat more forceful about the importance of teaching this area in today's business programs and say that educators:

> . . . have an obligation to their students to stay in the forefront of knowledge and an obligation to the community as a whole to be the leaders, not the followers, in matters having to do with management training; norms and standards of management behavior; awareness of social trends and forces; changing values, attitudes, and ideologies; and innovations in organizations and management techniques (p. 182).

Dawson (1980) obviously feels that the "radically new framework of thought concerning the nature and role of marketing in society" is not reflected in normative theories, laws, and generalizations found in the textbooks used at post-secondary institutions, or in the beliefs familiar to academicians and practitioners alike (p. 73). Perhaps one would be more inclined to dismiss this particular view, if it were not for the fact that Leslie Dawson is now a professor of marketing at the University of Lowell, Massachusetts. He is also the author of several articles and conducts marketing seminars for business managers in Europe and South America.

According to Nickels (1978) very little space is devoted to the future of marketing in most marketing texts, although there is much evidence that, especially in business and government, there is a growing awareness and consideration for long-range plans (p. 518). Nickels feels that the

onus is on educators and marketers to demonstrate the benefits of a new marketing philosophy, and to correct its poor image with the public (p. 65).

Dawson (1980), in discussing the problems of the traditional marketing concept so widely used, feels that marketers are guilty of practising a "scientific method" which does not relate to the realities and phenomena of everyday life. The problem is apparent in most textbooks used at post-secondary institutions, and is equally adhered to by academicians and practitioners alike, without recognizing that it is not the consumer who is the problem but special interest groups to whom very little attention is paid. Kotler (1986) calls for additional skills which would be needed if his "megamarketing concept" were to be taken into consideration, namely, the skills of political science and public relations (pp. 9-11).

Donald Mulvihill (1971) puts it this way:

> . . . too often colleges of business are accused of teaching how it has been, not even how it is, and it is said that students should be taught how it may be in the future . . . companies . . . are attempting to add to their staff young men and women who will be capable of dealing with the problems which will occur twenty to thirty years from now (p. 16).

Udell and Laczniak (1981) suggests that until some sanctioning organization, such as the American Marketing Association (also represented in Alberta), specifies the minimum requirements and standards of entry into marketing, that it may not be correct to label anyone a "marketing professional." Certification has been present in other professions such as in law, medicine, and accounting, and Udell and Laczniak wonder whether it may not also happen in the field of marketing in the not too distant future (p. 554).

The mission of marketing education at NAIT is to make students aware of the world of work and to help them prepare for, adjust to, and advance in their chosen career fields. Training and education are two topics clearly or, at least, closely related. While "training" implies the learning of skills primarily for the purpose of earning a living, "education" implies the more broadly based approach designed to help people understand the needs and the new culture brought about in the new post-industrial Information Society. In becoming more aware, perhaps through a revised and updated curriculum which reflects the changes taking place in marketing, NAIT students may be better prepared and equipped to meet the needs of the market place -- not only in an age of increasing professionalism and higher values, but in a new era which heralds considerable changes in the marketing process and its overall application.

Brief examination of course offerings in marketing

At the University of Alberta, Faculty of Business, the following course outlines may indicate the broad subject areas covered:

Fundamentals of Marketing: The course content focuses attention on the marketplace and the marketing environment on strategic and tactical marketing decision making. The macro topics include the marketing concept, buyer behavior, market segmentation and measurement, marketing research, and marketing planning and budgeting. The strategic and tactical decisions of the marketing mix (product, pricing, distribution and communications policy decisions) are also covered. The course outline indicates that the emphasis is on marketing analysis and the process of marketing decision making, and that little time will be devoted to descriptions of marketing's institutional arrangements. Such descriptive material, according to the outline, is contained in assigned reading material. The objectives of this fundamentals course are to enhance the student's ability to 1) appraise marketing problems in terms of organizational decision variables; 2) evaluate marketing decision alternatives using reasonable conceptual frameworks; and 3) select feasible marketing decision alternatives in accordance with organizational objectives (University of Alberta, Winter 1988, pp. 1-7).

Marketing Management: An objectives outline was not available, but the course outline lists the following subjects on a week by week basis; 1) Marketing Management and the Evolution of Strategic Planning, 2) Marketing Management and its Relationship to Strategic Planning: what is marketing and why is it important to an organization; what is the "marketing concept" and the "societal marketing concept;" why these two concepts are important to an organization and how they can affect planning; how to manage the marketing management process, and why the task is difficult; the organization of business; the total product concept; 3) the marketing mix; strategic marketing model; 4) the link between corporate and marketing strategy; 5) marketing management tools and concepts; matrix structures; 6) marketing-based models that aid in strategy development; 7) strategic marketing analysis; 8) the linkage process; 9) models that aid in strategic planning; 10) demand analysis: marketing research; 11)evaluation and implementation issues; micro games; 12) the process of strategic marketing management. No other details are obtainable at the time of writing (University of Alberta, Marketing Management, Term 11, 1987-1988).

Marketing Policies and Problems: The purpose of this course, according to material obtained from the University of Alberta, is to provide an introduction to the problems encountered in the creation, refinement and market

introduction of new products and services. The course, accordingly, is divided into three major topic areas: a) market opportunity analysis; 2) new product development; and 3) management of market entry (University of Alberta, Marketing Policies and Problems, 1987, pp. 1-4).

Grant MacEwan Community College

The description of the introductory course in Marketing is as follows: marketing is universally applicable -- to manufacturers, retailers, service organizations, institutions, performing arts groups -- the list is endless. Students enrolled in this course will learn the principles underlying the marketing process and the influences on management and consumer decisions. An understanding of these concepts will aid the student in the development of analytical skills necessary for decision making. The material will be presented in lectures, discussion of current topics, cases and student presentations. The topical outline lists the following subject areas: social foundations of marketing; the marketing management process; marketing research and information systems; the marketing environment; consumer markets and consumer behavior; the industrial market; market segmentation; target markets and positioning; designing products, brands, packaging and services; new product development and product life-cycle

strategies; pricing objectives and policies; pricing strategies; communications and promotion strategy; advertising, sales, promotions and publicity; distribution channels; retailing and wholesaling; strategy, planning and control (Grant MacEwan, Marketing, Winter, 1988).

NAIT Marketing course offerings

The NAIT marketing management program offers a two-year certificate and enrols approximately 120-130 students annually. According to the NAIT 1987-1988 calendar, the objective of this program is to prepare students for the world of business with comprehensive knowledge of the functions of business and with major emphasis in applied marketing management. In business, it is felt, students will be called on to make decisions in terms of goal-setting, policies and programs, and conducting the overall business activities of a company. Major tasks would be to translate consumer wants and needs into profitable products and services a company is capable of producing; to develop markets for these products, including the means of distribution. The program trains students for entry-level marketing consumer-oriented positions, such as product management, purchasing, merchandising, professional selling, advertising, public relations, research and small business ownership.

Introduction to Marketing: This is a 65-hour course designed to provide the student with an appreciation for the Marketing function in business, and how it interrelates with the other business functions. The student will be able to analyze and recognize the marketing strategies used by businesses, and be able to suggest alternate strategies to serve target markets and achieve business objectives. Through the use of exercises and case studies the student will be able to practice application of the marketing theories presented in class and in the textbooks used. Topics covered on a week by week basis: what is business; enterprise and government; factors of production; productivity; development of the Canadian economy; the study of business; the organization of business -- functional areas and how they interrelate, production, finance and marketing; the marketing process -- what is marketing; marketing management philosophies; concept of utility; the marketing mix; forces in the microenvironment; the marketing information system; the marketing research process; consumer markets and consumer buyer behavior -- buyer decision processes, buyer characteristics such as cultural, social, personal, psychological; the industrial market; market segmentation, targeting and positioning; product strategy -- what is a product, product classifications, brand decisions, packaging

decisions, customer service decisions, product line and mix, new product development and the product life cycle; pricing objectives and policies -- pricing objectives, determining demand, costing, selecting pricing methods, selecting the final price, pricing strategies; placing products -- the nature of distribution channels, channel design decisions, channel management decisions, physical distribution decisions, retailing, wholesaling; promoting products -- steps in developing effective communications, setting the total promotion budget and mix; advertising, sales promotion and publicity; personal selling -- principles of salesmanship, types of salespersons; marketing and society -- what are the social criticisms of marketing, regulations and parameters of marketing ethics (NAIT, Introduction to Marketing, 1987-88, pp. 1-5).

Marketing Management: This is a 51-hour course which focuses on middle management marketing decisions and the strategic planning process. The application of marketing tools, concepts and decision making processes is applied to the management and development of specific market strategies within a dynamic environment. The general objectives of this course is to enable students to gain a broader understanding of the principles of marketing management, and to develop an understanding of the marketing planning function and importance of the strategic planning process. Accordingly, the major topics and hours allocated are as

follows: corporate marketing planning - 10 hours, situation analysis - 9 hours, marketing strategies and programs - 12 hours, and social issues - 3 hours (NAIT, Marketing Management, 1987-1988).

Marketing Policy: A 51-hour advanced course in marketing, it is designed to consolidate the previous marketing material covered during the past two years of study into a cohesive body of knowledge through extensive use of activities that simulate business conditions. In addition, specific management techniques will be discussed in regards to the effective implementation and control of corporate marketing plans through policy development. Major topics include the marketing plan, sales forecasting models, marketing program evaluation and review techniques, marketing in action simulation exercise and, finally, a few lectures on ethics. The course outline does not elaborate further (NAIT, Marketing Policy, 1987-1988).

Mass Communications in Marketing I: The objectives of this course is to introduce the students to the field of modern mass communications in marketing, specifically as it relates to advertising, public relations, publicity and sales promotion. The course serves as an introduction to modern mass media communications and promotion. It focuses on the practice and principles of advertising, public relations, and sales promotion as an integral part of the promotional mix. The course also focuses on the fundamentals of mass

communications and its various uses, as well as psychological and social implications of communications in marketing. Emphasis will be placed on viewing advertising, public relations, and sales promotion as tools to promote, enhance and create an awareness of products, services and ideas within the framework of modern marketing. Although a 68-hour course only two to three lectures have been allocated to consumer criticisms, the social responsibilities of promotion and the legislative control process, promotional concerns about the environment, sex stereotyping of women, and concerns of advertising to children. Further details, without embarking on a detailed examination of textbooks, are unavailable (NAIT, Mass Communications in Marketing I, 1988-1989). Mass Communications in Marketing II: Fifty percent of the course is allocated to students developing a promotional campaign for a company of their choice, and where they are expected to utilize the principles and theory learned in other marketing courses. Immensely popular, this course, together with Applied Topics in Mass Communications allows the students to develop complete campaigns for Edmonton businesses, with input from industry and based on thorough research of marketing opportunities in the region. The rest of the time in both of these courses is spent on campaign theory such as media considerations, planning and buying, layout and design, and writing for public relations (NAIT, Mass Communications in Marketing II, and Applied Topics in Mass Communications, 1988-1989).

An example of the applied approach used in the marketing program at NAIT is the "Shining Bright" campaign done for Edmonton's Old Strathcona Foundation by students Krista Rinas, Mechthild Borsch, Donna Jurgens and Jasmin Gerwien (1988). For evaluation purposes for this study, elements of their report have been edited and reproduced (with the permission of the Old Strathcona Foundation, Edmonton) and can be found in the Appendix to this study. The student campaign is a good example of the traditional approach used in marketing.

Since the "shining Bright" campaign by NAIT students Rinas, Borsch, Jurgens and Gerwien (1988), the Old Strathcona Foundation, Edmonton, were approached and asked to provide feed-back for this study. After convening a meeting of the directors, a full review of their current situation was carried out. Of specific interest to this study were the considerations raised by Kotler (1986) and Murray and Montanari (1986). Accordingly, the Foundation agreed to examine their present marketing situation from Kotler's megamarketing perspective (1986) and also from the Murray and Montanari MARM concept (1986). A number of issues and interest groups, including their relative relationship to the Old Strathcona Foundation were identified, are have been included in this study to illustrate how the traditional concept can be broadened.

The following are the issues, concerns and interest groups identified by the Old Strathcona Foundation, Edmonton, in August, 1988, based on the broadened or expanded view of the traditional marketing concept.

Issues:

1. Accessing Government grant programs and qualification procedures;

2. Community and public perceptions if and when the Foundation opposes particular developments or use of buildings in the area;

3. What will be the response to developing a green parks area on Whyte Avenue, the main street in Old Strathcona;

4. How to develop an awareness of the Foundation, not only to area residents but also the entire city;

5. How to promote the Foundation to potential volunteers and the forming of a volunteer roster;

6. How to promote the foundation to corporate sponsors in order to raise donations for ongoing projects and eventual self-sufficiency of the Foundation;

7. How to provide events within the Old Strathcona area that would be easily understood and in turn covered by both local and regional media;

8. How should the Foundation promote its ideals and goals in a physical presence through its building improvement program, use of vacant storefront window space and so on?

9. What investment opportunities exist for the Foundation, given its limited resources?

10. What other outside interest groups would impact on the Old Strathcona Foundation, such as the role of media in distributing information about the Foundation and the events it sponsors, or the perception of "major draws" by sponsors, to name a few.

The following interest groups and their relationship to the Old Strathcona Foundation were also identified:

Interest group	Relationship to the Foundation
Edmonton Historical Telephone Museum	Networks with the Foundation

Old Strathcona Model and Toy Museum	Networks with the Foundation
C & E Station (Jr. League)	Networks with the Foundation
Edmonton Parks and Recreation	Provides equipment to Foundation events
Edmonton Transportation Department	Provides equipment
Edmonton Landing House Trail Rides	Networks with the Foundation
The Princess Theatre	Owned by the Foundation
Strathcona Farmers Market	Sponsored by the Foundation
96 K-Lite (CKRA) FM radio	Sponsor of events
Drummond Brewery, Edmonton	Commercial sponsor
Local businesses	Provides support and prizes for events
Old Strathcona Library	Provides historical focus

South Edmonton Business Business Association	Business Group for entire South of Edmonton
Old Strathcona Village Merchants Association	Business Association and merchant group responsible for sidewalk sales
Strathcona Square	Former site of Post Office and provides attraction
Edmonton Attractions Committee	Networks with other attractions in the city through Edmonton Tourism
The Fringe	A local theatre festival group within Old Strathcona
The Cosmopolitan	Musical society
The Chinook Theatre	Provides cultural support
The Walterdale Theatre	Provides cultural support
The local Community League	
Palm Dairies Ltd.,	Major sponsor of events

Alberta Historical Resources Foundation	Involved with the Foundation
City of Edmonton Planning and Building Department	Works with the Foundation
Seniors' Craft Society of Alberta	
Scona Seniors' Drop-in-Center	
Edmonton Board of Health	
Edmonton Chamber of Commerce	

Glancing at the list of issues, interest groups and their relationships to the Foundation, it is fairly easy to see that a broadened approach which would also not just include these groups but address them specifically will be of immense benefit to the Foundation's activities. Not taking them into account would, according to the Kotler (1986) and Murray and Montanari (1986) view result in blocked or seriously hampered marketing efforts.

Summary

This chapter examined the literature findings on the need for a futures-oriented marketing curriculum, followed by a short review of marketing course offerings from the University of Alberta, Grant MacEwan Community College and NAIT, all in Edmonton, Alberta. The objectives of the NAIT marketing management program were also examined, in addition to identifying the middle and senior management tasks students would be called upon to make in business and for which they are being trained for at NAIT.

The Mass Communications and Applied Topics in Mass Communications courses, it was learned, provide students with the means of acquiring hands-on experience with developing promotional campaigns for local Edmonton businesses and organizations. One such campaign is the Old Strathcona Foundation's "Shining Bright" campaign by NAIT students Rinas, Borsch, Jurgens and Gerwien (1988), which has been reproduced in the Appendix of this report (with the express permission of the Old Strathcona Foundation). The Foundation agreed to examine their present marketing situation in the light of Kotler (1986) and Murray and Montanari (1986) concepts, and the issues, interest groups and their relationships to the Foundation are listed in this chapter.

Chapter 4

AN OVERVIEW OF MAJOR TRENDS AND MARKETING PHILOSOPHIES

Although it may not be entirely clear what the exact nature and changes in the role of marketing will be, the research undertaken for this study makes it quite clear that definite changes are taking place -- some of them quite radical in nature. The nearest approach to describing the changes now in process is to make a comparative summary or overview of the main stages in the evolution of marketing. Such a summary is found in Figure 4. Among other things, it illustrates the fact that although marketing is undergoing fairly radical changes at present it would not appear to be the first time it has happened. With the advent of the marketing concept in the 1950's there was an almost total reversal of the whole thrust and orientation of marketing, to what it had been previously. Until then the idea was to produce a product first, without specific regard to consumer needs, and then go out and sell it to impressionable customers while supplies lasted.

Learning by its mistakes, however, companies began to realize that products had to be designed and manufactured to meet the specific or implied needs and wants

of a discriminating and demanding consumer. The previous "sell whatever you produce" approach was obviously inadequate and incapable of meeting these type of needs, and the marketing concept was introduced in the mid-1950's centered squarely on what the consumer wanted. Marketing became much more sophisticated. The economy expanded and businesses using the marketing concept prospered. The new orientation was a radical departure from previous methods of marketing, but it was highly successful. It was these changes in the marketing practices in the mid-1950's which made marketing what it is today, with its marketing mix principle of product, price, place/distribution, and promotion -- out of that which had until then essentially been a sales and seller orientation.

It would be fair to say that throughout these transitions or changes that the emphasis has primarily been on either production or consumption; earlier it was consumption based on what the producer wanted to sell and later, during the marketing concept era, what the consumer wanted to buy. Prior to the broadened societal concept, the emphasis was thus on ever increasing material consumption and the attainment of ever higher living standards. This type of unheeded consumption and growth escalated production processes and with it came the now familiar environmental, ecological and resource problems, which an increasingly

informed and educated society finds objectionable and unacceptable. As a result, modern marketing and business has been singled out for harsh criticism, some of which may even be well-founded. Dawson (1980), radical though he may be perceived, suggests that if marketing has contributed to current problems such as excessive waste, misplaced priorities and other excesses, then it must also be instrumental in providing a solution. Part of that solution, among other things, would be an emphasis on an enhanced quality of life rather than on material living standards, waste transformation through recycling processes, meeting the higher level needs of a developed society such as cultural, artistic, and religious interests, to education programs and a new international economic order. Other authors consulted for this study also indicate the nature of the new information society and the possible roles of marketing, and Figure 5 provides a useful overview of the different role facets of marketing.

Current influences transforming marketing

What are the trends or influences that have been instrumental in bringing about the current transformation in the role and practice of marketing and what likelihood is there that marketing will experience yet another radical shift or transition? Further, is it possible to identify

some of the changes in the nature and role of marketing as it goes through its present crisis -- some of which will probably even confuse and confound the experts?

There are several factors in the marketing environment that have acted as a catalyst to bring about these changes: there are the consumer and health advocates, the environmentalists, ecologists and conservationists, to name a few -- not to mention society, the general public and other special interest groups. The way in which marketing is primarily likely to change is in the emphasis from a purely profit maximization and commercial gain approach to one of human, societal and global well-being. Not only should marketers ask "should it be marketed?" rather than "can it?" but value-added considerations will ensure the consumer gets value in more ways than one. Because of ecological concerns about proper disposal and biodegrade-ability of products, as well as recycling, both product development, packaging and promotion will see changes which take into account societal considerations and concerns. Canadian consumers, for instance, will soon see labels on products which indicate that they have been approved as "environmentally friendly." Some companies are manufacturing biodegradable products, recycling of waste materials or, as in the case of the "Responsible Care" program Dow Chemical and other participating companies are involved in, an environment cleaning up operation is

underway to ensure the safety of people and society. Careful consideration to product design and to recycling, efficiency and economics is perhaps a reaction to the realization that non-renewable resources are rapidly being depleted and that the new frontiers in marketing will emphasize, among other things, demarketing, or constrained marketing, and the frugal management of demand in accordance with what is considered to be in the best interests of society and the global community.
A summary and comparison of the main trends and philosophies affecting marketing is found in Figures 6a-6g in this chapter.

Other likely changes, in addition to this heightened environmental, ecological, resource and societal awareness, will be in the area of the marketing mix itself. In addition to the type of changes to the product, the socially responsible "product market" approach of Murray and Montanari (1986) suggests that corporate social responsibility be marketed like any other product, but incorporating the interests of specific social environments with marketing practices as illustrated on page 68 of this study. Kotler (1986) suggests that because the needs of special interest groups have not been traditionally met, a whole new set of skills will be needed to undertake effective marketing. He refers to these political and persuasive skills as "power" and "public relations"

and suggests that these two be added to the four P's of marketing to effectively deal with gatekeepers who may otherwise block the marketing efforts of the company. In so doing, this would also alter the fourth P for promotion, which presently includes advertising, sales promotion, personal selling and public relations. What he is suggesting, perhaps, is that public relations is sufficiently important to stand out as a separate and distinct category within the marketing mix, and that it should not be relegated to what may otherwise amount to an "afterthought." This may, of course, take on specific significance in the radical shift away from the consumer orientation several of the authors have identified as being an incorrect or erroneous emphasis. This study also identified a school of thought that suggests that it is social issues and the "gatekeepers" mentioned by Kotler (1986) or special interest groups in society that will determine the outcome of future marketing, and not just the consumer. Dawson (1980) suggests, together with other authors, that the marketing concept is virtually redundant and for these and other reasons. A rigid consumer-orientation view, without taking issues and the needs of special interest groups into account, is not only foolish but about as useful as Ptolemy's idea that the earth is the center of the solar system. An illustration of the

types of issues and special interest groups or "gatekeepers" that may confront a company or organization is provided in the Old Strathcona Foundation example earlier in this study, which will also serve to stress the importance of this new broadened societal marketing orientation. The emphasis of new skills such as political science and heightened public relations skills suggested by Kotler (1986) is given some added credibility if one views the whole process of marketing as a communication process between a company, or organization, and its various publics or special interest groups. In addition to the gatekeepers and issues identified, an organization needs also to fully understand and be able to interpret and respond to the perceptions and views that may be generated in the process. Klapp (1978) terms this whole spectrum a "crisis of social noise" which would appear sometimes to be little understood or given overly much credence in traditional approaches to marketing. It is perhaps this dimension that holds out a fair amount of promise in terms of a revision or expansion of the marketing curriculum, essentially also because by including it in the curriculum it would also directly be addressing some, even if not all, of some of the shortcomings and lack of awareness identified in this study. Finally, Figures 7a-7c provides a useful schematic overview and summary of existing needs and action identified in the source material for this study in terms of general marketing education.

Much of what has been identified as marketing problem areas is indeed noticeable by its absence or by not being emphasized in the post-secondary marketing curricula and course outlines examined earlier in this study. NAIT, however, cannot be solely be singled out in this regard, as the same situation appears to apply to the marketing courses offered both at the University of Alberta and Grant MacEwan Community College in Edmonton, Alberta.

Figure 4

MAIN STAGES IN THE EVOLUTION OF MARKETING

	Production stage	Sales stage	Marketing concept	Broadened & Societal
Dominant Time Period	1869-WWI & WWII	1930's - mid 1950's	mid-1950's-1970	Post-1970/80
Management Emphasis	Production Orientation	Production Orient.	Customer needs/wants	Customer needs, long-run customer & societal welfare
Management Orientation	Internal: company goals	Internal: company goals	External: customer market	External: societal & systems
Company goal	Profit through supply availability	Profit through sales volume	Profit through customer satisfaction	Profit through societal benefits

Figure 5

SUMMARY AND COMPARISON OF THE ROLE FACETS OF MARKETING

Role Facet	Pre-1960's	1960-1970's	Post-1970
Economic Agent:	Producers	Consumers	Resources
Emphasis:	Selling	Marketing	Demarketing, ethics and value-added
Objective:	Consumption	Customer satisfaction and standard of living	Quality of life and conservation
Method:	Selling	Advertising and product development	Demand management

Figure 6a

SUMMARY AND COMPARISON OF TRENDS AND PHILOSOPHIES AFFECTING MARKETING

Author	Trends/concepts/transitions
Stoik, Bell, Faunce, Gedeon & Beach *et al*	"Higher plain" and degree of professionalism in tomorrow's worker: ethics, values, and attitudes important; integrity of self, and society, ecumenical, humane, humanitarian, responsibility and participative decision making between business, labor, and government.
Schumacher	"Small is beautiful" counter culture may be dominant societal values of tomorrow; solutions not technical, but metaphysical: philosophical, conceptual, religious, which is preferable to present economic/technological societal model.
Commoner	Meta-ethical: search for essences, meanings, rules, standards, and value perceptions.

Figure 6b

SUMMARY AND COMPARISON OF TRENDS AND PHILOSOPHIES AFFECTING MARKETING

Author	Trends/concepts/transitions
Miller/ Armstrong	Sustainable earth society
Harman	"New naturalism" the emerging social paradigm -- already evident and supported by wide range of cultural indicators and shifts in basic values: self-development, leisure, entertainment; quest for spiritual and mystical, rather than material and empirical; "New age" will stress frugality, back to nature lifestyles, "esoteric knowledge," and building of more humane society.
Hoffman	Greater social enlightenment and responsibilities toward Canadian society: volume of production and product not congruent with true quality of life.

Figure 6c

SUMMARY AND COMPARISON OF TRENDS AND PHILOSOPHIES AFFECTING MARKETING

Author	Trends/concepts/transitions
Masuda	Global society: human intellectual activity and creativity, instead of affluent material consumption; production of information values, and not material values new force in society; symbiosis of man and nature.
Popcorn et al	"Cocooning" -- consumer disillusionment = want to control environment, government, production and selling; neo-traditionalism, value-added marketing: consumers are fed up with materialism and are looking for meaning.
Murray & Montanari	Marketing Approach to Responsibility Marketing (MARM): corporate social responsibility viewed as "product markets" using marketing mix; companies must seek societal support and build it into their marketing.

Figure 6d

SUMMARY AND COMPARISON OF TRENDS AND PHILOSOPHIES AFFECTING MARKETING

Author	Trends/concepts/transitions
Nickels	Broadening the marketing concept to meet acceptable societal guidelines -- proper management: conservation, ecology, environment; Marketing future: revolutionary changes; evidence of changes as society's physical needs met; societal and systems approach: stressing quality of life, health, education, social welfare, etc.,
Dawson	Marketing must go beyond traditional marketing concept as it regards people only in their role as consumers; interest groups vital importance; artistic, cultural, conservation and quality of life the "new frontiers;" Suggestions: 1. Distribution paradigm: transform waste; 2. Need Satisfaction paradigm: to meet higher needs; 3. Mass Persuasion paradigm: to inform and educate; 4. Growth and Development paradigm; Marketing concept inadequate.

Figure 6e

SUMMARY AND COMPARISON OF TRENDS AND PHILOSOPHIES AFFECTING MARKETING

Author	Trends/concepts/transitions
Valaskakis	Conserver Society Paradigm; three holistic options: 1. Have your cake and eat it scenario; 2. High-level stable state (ceiling to desirable material plenty); 3. Schumacher's "adequatio" view (happiness not through material plenty).
Borts	Overabundance of materials and products only temporary; traditional marketing mechanisms redundant: government agencies may have to replace it to maintain prices and distribute resources in age of scarcity; 1. Only material products will be affected; 2. Pending economic decline leading to de-automation and manual labor; 3. labor saving devices may become socially undesirable; 4. Forthcoming changes to marketing mix likely.

Figure 6f

SUMMARY AND COMPARISON OF TRENDS AND PHILOSOPHIES AFFECTING MARKETING

Author	Trends/concepts/transitions
Udell & Laczniak	Marketing viewed as social institution operating in larger society: comply or pay consequences; Today: consumer satisfaction center of marketing mix considerations; Tomorrow: ethical, constrained, value-oriented, broadened, conserver, flexible, and anticipatory marketing likely.
Kotler & Levy	Advocate broadening marketing concept to include non-product boundaries; Demarketing: a search for new energy sources, products and processes less damaging to environment; recycling, etc.,
Kotler & Turner	Validity of traditional marketing concept in question, as it may not truly consider long-run societal welfare; interest groups and "significant publics" vital to good marketing.

Figure 6g

SUMMARY AND COMPARISON OF TRENDS AND PHILOSOPHIES AFFECTING MARKETING

Author	Trends/concepts/transitions
Kotler	Megamarketing and demand management: identify gate/gatekeepers (interest groups) which can block effective marketing; marketing mix change suggested: add "power" and "public relations" to marketing mix concept.
Beckman, Kurtz and Boone	Environmental/social factors must go beyond traditional and normative marketing mix; current issues of importance: consumerism, ethics, and social responsibility.
Bovée & Thill	Communication hindered by "message processors" or "gatekeepers" who can block message if process not fully understood.
Klapp	Meaning gap will persist in communications until "crisis of social noise" elements are fully understood and responded to.

Figure 7a

NEEDS AND ACTION IDENTIFIED IN TERMS OF MARKETING EDUCATION

Source	Action/views/comments
Canadian Ministry of Environment	Revision of school curricula would make students more aware of environmental impact and help Canada become more competitive
Stoik, Faunce, Bell, Beach and Gedeon	New professional type of worker emerging; training must be for lifestyles that reflect new societal values and perceptions; Values, habits, attitudes can only be brought about by deliberate, purposeful teaching and training programs.
Laczniak & Murphy	Professional education: stressing Murphy competence, conscience, values, principles, and mission to influence society for good; Most marketing texts too general in nature.

Figure 7b

NEEDS AND ACTION IDENTIFIED IN TERMS OF MARKETING EDUCATION

Source	Action/views/comments
Epstein & Votaw	Educators have obligation to stay in forefront of knowledge; Obligation on educators to be leaders, not followers, in training, norms, standards, behavior, and awareness of social trends, forces, values, attitudes, ideologies and innovations.
Dawson	The radical new framework of thought about the nature/role of marketing is not always reflected in post-secondary textbooks, nor in beliefs of academicians and practitioners; Problems of marketing concept and its "scientific method" does not relate to the realities and phenomena of everyday life.

Figure 7c

NEEDS AND ACTION IDENTIFIED IN TERMS OF MARKETING EDUCATION

Source	Action/views/comments
Nickels	Marketing texts devote little space to the future of marketing; Onus is on educators/marketers to correct poor image of marketing.
Udell & Laczniak	Professional marketing certification may be designation of tomorrow -- similar to other professions such as law, medicine, and accounting;

Chapter 5

CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

General Conclusions and Implications

This study has attempted to identify, trace and document the trends, transitions and issues that are likely to affect the practice of marketing and the teaching of marketing at a post-secondary level -- especially as it relates to the NAIT situation. Further, this study has also attempted to illustrate the transitions that have taken place in the evolution of marketing and is likely to continue, as well as the various role facets of marketing and areas likely to be affected in the near future, some of which may even appear somewhat "radical" and perhaps even somewhat drastic in nature.

The study has determined that many of the changes that have and will be taking place in the practice and teaching of marketing have largely been brought about by a variety of external societal and environmental factors and other considerations, some of which is a reflection of an increasingly informed, educated and concerned post-1970

Information Society populace. Certainly, modern society would appear to have attained or met its lower level physical and material needs to the point where excessive emphasis on growth and materialism, as well as escalating standards of living, has met with the "neo-traditionalism" response referred to by Skenazy (1988), the "new naturalism" and shift in cultural indicators and values by Harman (1978), the global symbiosis perspective presented by Masuda (1981), or the emerging shift reflected in Schumacher's "small is beautiful" counter culture (1973), and other emerging societal values and considerations. Most of this is readily witnessed by daily global happenings, not to mention newspaper headlines covering a wide spectrum of interests representing the greater social enlightenment of society and its higher level needs (see the summary contained in Figures 4 - 7c in this study).

Aside from identifying and examining these issues, reflected by various authors and schools of thought (and summarized in Figures 4 - 7c), the purpose of this study was also to determine what impact, if any, these changes are having or should be having on the post-secondary marketing curriculum, and whether curricula revisions may be required. Accordingly, marketing course outlines from the University of Alberta, Grant MacEwan Community College and NAIT, all in Edmonton, Alberta, were examined, together with the NAIT marketing management program's purpose and mission

statement. In order to better understand the applied approach taken to marketing and related subjects education at NAIT, a promotional campaign undertaken by students from the marketing program at NAIT in 1988 for the Old Strathcona Foundation, Edmonton, was also included (Rinas, Borsch, Jurgens, Gerwien, 1988). The student project is typical of the recently expanded advertising and public relations component of the marketing management program at NAIT, where students are exposed to real-life situations in the Edmonton business community and are required, as part of the pre-requisites, to develop a promotional campaign. The program winds up at the end of the second year with students presenting their projects and the materials they have developed to a team of industry, media and advertising experts who form the adjudication panel. Selections are made from dozens of entrants, and awards and bursaries are given to teams or individual students who excel in specified areas. The program has attained a fair degree of recognition and awareness in the Edmonton business community. Certainly, a hands on and applied approach of this kind, in conjunction with an active input from industry and business, is bound to provide the students with current state-of-the-art knowledge, competencies and skills.

In light of this study and the findings which indicate considerable changes in emphasis, in addition to the areas of consideration beyond the parameters of the traditional marketing concept identified by Kotler, Murray

and Montanari, et al, additional information was obtained from the Old Strathcona Foundation. Other than the target market information provided in the original student project, issues of importance to the Foundation as well as special interest groups were identified. These are listed on pages 95-99 of this study. If one follows the arguments put forward by Kotler (1986), and Murray and Montanari et al (1986), it is easy to see that an understanding of these issues, as well as an understanding of the politics of special interest groups will help to lend further impetus to the marketing and positioning efforts of the Old Strathcona Foundation, Edmonton.

Final Conclusions

There is no question that definite and evident changes are taking place in society, and as the full impact of the new Information Society age is fully realized, a whole new set of values, expectations and participative commitments will be required between industry, business and government. Needless to say, this will also affect the practice and study of marketing, and in a number of different ways:

1. A general and more detailed awareness, knowledge and appreciation of the global and societal picture is critical if, for instance on a macro basis, Hoffman's (1981)

greater social enlightenment and responsibility toward Canadian society (and the global community) is to materialize -- if for no other reason to make Canada more competitive in the market place, domestically and abroad. The Old Strathcona Foundation, by analogy, may need to identify local, community, neighborhood, public and local government critical issues and interest groups who could effectively block marketing efforts. On a wider provincial, national and international scale the same realization needs to take hold and be incorporated into the marketing program, only that on a wider scale the issues become perhaps even more critical and have long-term repercussions.

2. Together with a general recognition, awareness and full realization of these changes, it is also critical that marketers and marketing educators understand that they should become part of the solution -- recognizing, of course, that there is a problem in the first place. The way in which this can be done, for a start, is to bring about a broadening of marketing theory and practices to meet acceptable societal guidelines, whether it be management of demand, increased emphasis and concern for conservation, the ecology or the environment, or simply by recognizing that the consumer or buyer, needs satisfaction, and increased standards of living (in a finite environment) are not congruent or in keeping with the demands and expecatations of this new Information Society.

3. The logical sequence of this reasoning suggests that companies or organizations that do not meet these higher expectations of society, and the new value systems emerging, will clearly have to pay the drastic consequences of corresponding displeasure and rejection, resulting in lack of goodwill, acceptance, and perhaps even outright boycotting and opposition. Indeed, survival itself may be at stake, as the societal "charter of rights" to operate may be rescinded at any time. This is especially true in a society increasingly distrustful of government, business and marketing practices.

4. The various role facets of marketing and areas likely to be affected in the near future may appear somewhat "radical" in nature, but can be supported by the research findings of this study. It was also determined that many of the changes that have and will be taking place in the practice and teaching of marketing have been brought about by general environmental factors and and other considerations by an increasingly informed and educated public in a new Information Society, where higher level needs and quality of life considerations should take precedence over materialistic and standard of living needs.

5. It is clear that modern society has evolved beyond physical need considerations and higher-level needs are apparent, such as cultural, artistic, religious,

self-development and realization, and a wide range of other social, cultural and value indicators which will accompany the information, creativity and meta-ethical needs of the global community. Aside from being identified in the research carried out for this study, it is evident just by a casual scanning of news headlines in Canada and world-wide.

6. If marketing has seen changes in the past, as identified in this study (see also Figures 4 and 5), it is reasonable to expect changes in the future: general knowledge and adherence to traditional marketing concepts and the way they have been taught may be totally inadequate. Certainly, sources identified in this study, suggest that the marketing concept in its present formulation is redundant. Being receptive and open to change will require adaptation, flexibility, ingenuity and an ability to see the "whole picture," rather than pure preoccupation with products, services and consumers or buyers.

7. In the light of 6, above, it must be realized that the traditional marketing concept, with its general insistence of viewing the consumer or buyer as the center of most marketing activity, may not only be redundant but be part of the reason for the degreee of criticism and scepticism with which business practices and marketing are sometimes viewed. The reason may simply be that traditional approaches do not, as Dawson (1980) and others have pointed

out, address the realities of present society and its accompanying phenomena. The customer or buyer, in other words is not the real peoblem, but issues and special interest groups and publics -- which traditional approaches are very prone to overlook.

8 Aside from the concept aspect of the marketing mix and its preoccupation with target customers, part of the problem could be an inherent perceptual inability or lack of appreciation and understanding of the basic building-block structure and composition of societies past and present, and how present-day society has arrived at where it is. A consumer, product, production, consumption, and growth approach to marketing -- as is often the case -- may fail to recognize that, not only are there other considerations in a finite environment, but that the traditional concept is perhaps too governed by economic and technological considerations. Is it possible that such adherence could blind or impair perception of wider issues and considerations? The question, as this researcher sees it, is of a rhetorical nature: the course outlines examined tend to confirm this to a large extent, as does this marketing instructor's teaching experience at NAIT.

9. A realization that some of the likely changes in marketing will not only involve a broadening of the traditional marketing concept, but that some of the

considerations put forward by Skenazy (1988), a value-added approach, Dawson's humane and four-dimensional paradigm of change (1980), the systems approach of Nickels (1978) or the social interest product market approach of Murray and Montanari (1986), may very well become practical realities of efficient and societal-oriented marketing.

10. Aside from the macro considerations, discussed in the preceding pages, there are also likely to be micro considerations brought about by conservation. ecological, and environmental concerns, such new product design, recycling of products, new biodegradable product and packaging design, as well as health and safety considerations, not to mention value-added benefit dimensions.

11. The present marketing curricula and course outlines need to allocate more time and emphasis to outlining and explaining the reasons why greater social, cultural and global considerations are important, and how exactly marketing could help to solve general problems, in addition to taking advantage of opportunities and market niches.

12. The understanding that this calls for, in addition to marketing knowledge, are in the areas of sociology, political science, international relations,

environmental science, public relations, psychology and communication. The type of inability to perceive the "crisis of social noise" Klapp (1978) talks about may, in part, be as a result of insufficient understanding of these areas.

13. Time constraints within the marketing management program and present courses offered may hinder the inclusion of much of the above -- at least the way the program is currently structured, given the stated priorities and mission statement. One possible way of accomodating some of this may be to place greater priority on these areas and less on some of the product and consumer-oriented areas which, on occasion, may cover several weeks of a course.

14. Currently very little time is given in the curricula and marketing courses in the areas identified in this study, and consideration should be given to expanding it, possibly by means of the inclusion of new courses such as in the area of Public Relations and Issues Management. Should such a possibility exist much of the above considerations could undoubtedly be addressed.

15. Educators must stay in the forefront of knowledge, trends, standards, values and patterns of behavior as perhaps articulated best by Epstein and Votaw (1978). This may mean refresher courses or other means of accomplishing this type of awareness.

16. The professionalism, integrity, and ethics required in the new Information Society, among other things, will also have to be given active consideration in the marketing curriculum -- especially in view of the criticisms levelled against marketing and business.

17. The NAIT marketing program needs to assess the above needs and make revisions, additions, or changes to reflect changes, skills, competencies, levels of awareness, value systems and beliefs inherent in this new understanding.

Curriculum implications and recommendations

Although this study has identified a wide range of trends, issues and changes that will affect marketing and marketing education, it is readily conceded that it may not be exhaustive and that other areas for further study may emerge. Should the main conclusions of this study be taken into consideration for inclusion in the NAIT marketing curriculum, a fairly substantial revision is likely to be necessary. Much, it is conceded again, will depend on factors extraneous to this study and pertaining to the existing or expanded mandate of the NAIT marketing management program. Based on the findings of this study, the following curriculum implications and recommendations are put forward for consideration:

1. A curriculum revision or change team should be developed, consisting of members of the marketing management instructional staff, the NAIT marketing program administration, the NAIT marketing management Advisory Committee, and selected industry and business people.

2. This curriculum revision or change team should be responsible for setting up the guidelines and parameters for this revision process, including the setting of priorities and time-lines for possible introduction and implementation.

3. In light of this study, and possible further findings by this change team, the specific levels of awareness, competencies, knowledge, skills and value-systems needed by NAIT marketing management students should be clearly identified for future curriculum considerations.

4. The existing curricula needs to be carefully examined to determine appropriate content to reflect the findings of this study and the needs identified by the curriculum revision team (referred to above).

5. Immediate considerations for curricula content inclusion are as follows: an expansion of the macro and social considerations of marketing; a broadening of the

scope of marketing to include societal and issues management considerations; an emphasis on global and community inter-relationships, socio-political systems and infra-structures; professional ethics, public relations and communications skills; the curriculum must endeavor to bring about a new awareness of the changing role and responsibilities of marketing, at all levels.

6. The revision process may indicate a revamping or change of existing curricula, and especially if the main conclusions of this study are to be actively considered. Other alternatives would be for the introduction of new course offerings, such as an Issues Management course or an Issues Management and Public Relations course. Should this be possible, most of the main conclusions of this study could be incorporated.

7. The revision process will also have to consider appropriate instructional materials and texts for such amendments to existing curricula or the introduction of new courses. Whenever possible, only texts and educational materials which reflect these main considerations should be selected.

8. There is a need to ensure that NAIT marketing management educators become aware of the on-going changes in marketing and should be encouraged to participate in the

revision process. Further, the program should encourage instructors to avail themselves of opportunities for up-dating their knowledge and awareness in these areas by informing them of the purposes of the revision process, appropriate selection of materials and methods of learning. One useful means of heightening levels of awareness amongst instructional staff would be to run a series of seminars, using guest speakers, films, and making literature available in this field available for detailed examination. The role of educators as leaders and innovators in the field of marketing should also be stressed.

9. Serious consideration should be given to a professional designation or certification for marketing students. Such a designation would have to be discussed with the curriculum revision and change team, but could have considerable impact on the way the business community would perceive the NAIT marketing graduates. Such a professional designation could, for instance, be in the field of either issues management, public relations or a combination of both areas, with the active support of the Edmonton business community.

10. Long-term considerations should include the commissioning of a study or survey to determine economic, political, societal trends as well as specific short-term and long-term expectations of business and industry, not

only in the immediate Edmonton area but also from a wider perspective. This will ensure that a futures-orientation approach to curriculum design and planning will be maintained.

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APPENDIX

The Old Strathcona Foundation "Shining Bright" campaign

History: The district of Strathcona, named after Lord Strathcona, was incorporated as a town in 1899. The Calgary and Edmonton Railway, completed in 1891, encouraged development as did grain, cattle, and timber from surrounding regions. Thus in 1907, with a thriving population of 4500, Strathcona was incorporated as a City. However, influence shifted when the Canadian Northern Railway and the Grand Trunk Pacific Railway were constructed through Edmonton rather than Strathcona. This turn of events led to Strathcona's amalgamation with the city of Edmonton on February 1, 1912.

From then on Strathcona was often referred to as the South Side. The town flourished but after the Second World War, people began to migrate to downtown Edmonton in the

late 1950's and Strathcona began to decline. By 1966 plans were finalized for the freeway to link downtown with the South Side. By 1970 many people were opposing the freeway idea and developed plans and recommendations for the preservation and rejuvenation of Strathcona. Edmonton city council reviewed these given plans over a five-month period and then accepted the proposal, which then put a stop to the freeway plans. City council stated that an administrative body was necessary to administer the work of the rejuvenation program and they agreed to a new administrative body called the Old Strathcona Foundation. On November 13, 1974, the Old Strathcona Foundation was founded.

The Old Strathcona Foundation is a registered non-profit organization charged with the administration of a heritage conservation area with the City of Edmonton. It was founded in 1974 in response to concerns about the future of Old Strathcona in south Edmonton, in the face of plans to build extensive bridge approaches through the community. The 1976 agreement between Old Strathcona and the City of Edmonton and Heritage Canada has paved the way for a successful program to renew and preserve one of Alberta's greatest heritage assets. In the 1980's the brick sidewalks were laid, trees planted, light standards, banners and benches were installed and improvements were making Old Strathcona a very attractive area. The Old Strathcona Foundation is administered by a Board of Directors of

eighteen people, twelve of whom are elected and six appointed by the City of Edmonton.

Mission statement: The Old Strathcona Foundation is dedicated to invigorate the commercial and cultural life of Old Strathcona on the south side of Edmonton, in the best interests of the community and the Edmonton public.

Goals: The goals of Old Strathcona Foundation are to, 1) undertake and finance selected restoration and renovation projects; 2) encourage and assist businesses and residents to restore their own historic premises; c) develop a historic streetscape characteristic of Old Strathcona; d) encourage the establishment and maintenance of a consistent theme in the commercial area; and e) exercise, design and develop an influence over private construction development in the area of Old Strathcona.

In fulfilling these goals, the Foundation has and is continuing to increase the attractiveness of the area, as well as enhancing an interest in the area. Interest may be expressed by people becoming Foundation members, doing volunteer work or just by making suggestions for improvement. The aura of the area attracts people from all over the City of Edmonton and surrounds. Since its rejuvenation, it is a pedestrian paradise with its countless number of sidewalk cafes and specialty shops. Many qualities

are reflected in the architectural facades by placing emphasis on distinction and individuality. Old Strathcona was once neglected and rundown but now, after being restored, it houses fashionable and thriving businesses also. The area now offers innovative clothing stores, thriving book stores, gift boutiques and a host of gourmet restaurants which attracts people from all over the area.

The problem: The Old Strathcona Foundation is a non-profit organization and was established and exists for the express purpose of maintaining and preserving the historical charm of the area. It is funded solely by government and corporate grants along with membership fees the Foundation can raise. The Foundation has been successful in maintaining and promoting the historical charm of the area, but feel that many people are not sufficiently aware of the Foundation itself or its objectives. Many people in Edmonton enjoy the Old Strathcona area but do not recognize that its rejuvenation was brought about by the work and commitment of the Old Strathcona Foundation.

In order to maintain and increase funding to the Foundation, more people have to become aware and appreciate the role of the Foundation and its mandate. Those who are aware have a positive image of the Foundation, but the purpose of the "Shining Bright" promotional campaign is to expand the membership and create a greater awareness to

other parties and publics of the Foundation. The Foundation had over 500 members in early 1988, but wishes to grow and further promote itself. One of the main problems that the Foundation faces is the lack of awareness of the public. Once people are aware of the area, conviction to a membership may develop. Because of the commitment from the Foundation, merchants can enjoy the area in which they are located and it has been good for business.

Activities: The programs sponsored by the Foundation are an integral part of the revitalization process in the area. Programs that will continue to expand this interest are 1) the Old Strathcona Foundation Farmers' Market; 2) the Street Dance (also known as the Fringe Festival); 3) walking tours for schools and tourists; 4) art sales; 5) summer band concerts; and 6) dissemination of publications related to the area themes.

The Foundation's commitment to marketing: The Foundation is consumer oriented, in that it is the people of the community, the merchants of the area, as well as the users (customers) who they want to satisfy the most. If it was not for the people there would not be a Foundation. Their interests are for the betterment of the community. They are concerned about the interest of the members of the Foundation, as well as the success of the merchants' businesses. The Foundation would like to spend more money

in promotions than they are presently able to. Due to financial restrictions, they cannot do as much promotion as they would like to, but they still feel committed to the goals for the area.

The target market: The geographic target market of Old Strathcona consists of Edmontonians and the residents of the surrounding areas, as well as tourists visiting for the purpose of leisure and or for shopping. Demographically, the Foundation targets at males and females aged 18 years of age and up, thereby including university students, homemakers and career-oriented people. By offering specific events, families with children and seniors are also attracted to the area. There is a wide variety of income levels starting with students, some seniors, and perhaps from all groups, starting at a yearly income level of 10,000 dollars. The upper income level is not specified, because the target market is so varied. Psychographically, people come to Old Strathcona for different reasons. For example, there is a high percentage of the target market that comes to the area for the unique and friendly atmosphere and the personal contact with the vendors and which creates a small-town atmosphere. There are also many people who enjoy the historical character and distinctive architectural design. Old Strathcona offers museums, art galleries and plays as well as book stores for the "artsy types." Seniors enjoy the area because of the community atmosphere and it is

an important meeting place for them. Special events offered by the Foundation, such as the annual Tea, enable the seniors to make friends and remain vital in the community. Families are attracted to the Old Strathcona area because of the Farmers Market, restaurants, the library and other specific events. For students, the Princess Theatre and various cafes and bistros provide an inexpensive way to spend their leisure time in a unique historical atmosphere. Overall, it is the conclusion that all the specified target segments come to the area not just for one purpose or goal by itself, but rather the combination of the historical charm of the area together with its new, modern look.

Potential Customers: In 1987, the Old Strathcona Foundation conducted a survey with the purpose to find out what the 500 members of the Foundation most valued about the area. The results showed that the majority of the members believe that the greatest assets and attractions of the area are, in order, its historical character, its distinctive architecture, the pleasant streetscape, the community atmosphere, special programs and events, attractive shopping location, entertainment, and restaurants. NAIT students Rinas, Borsch, Jurgens and Gerwien (1988), however, felt that it was not just the historical side of Old Strathcona that makes people come back, but that it is the specific events and entertainment in this unique historical setting that makes the people want to come back.

This, they felt, was the potential market. The historical aspects of the district, on the one hand, and the events and entertainment the area offers complement each other and should be promoted together. This, they felt, would increase public awareness and interest, and thereby increase the number of regular visits in the area. If the traffic increases, more potential customers might take an interest in the Foundation and support it on a volunteer or monetary basis. There is still a potential market for students, families as well as yuppies, artsies, and intellectuals, it was felt (Rinas, Borsch, Jurgens and Gerwien, 1988, pp. ii-iv and 1-15). The NAIT students, based on these findings, put together a promotional campaign for the Old Strathcona Foundation which Don Belanger, the Executive Director, says the Foundation found extremely well done. As the purpose of reproducing edited parts of the "Shining Bright" campaign is for evaluation purposes, the implementation aspects of the campaign will not be examined (Rinas, Borsch, Jurgens, and Gerwien, 1988, and reprinted with the permission of the Old Strathcona Foundation, Edmonton, Alberta).